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Proposed programme budget for the biennium 2010-2011*

Part IV
International cooperation for development

Section 15
Human settlements

(Programme 12 of the strategic framework for the period 2010-2011)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1).

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Overview

Table 15.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$20,975,000[a]
Revised appropriation for 2008-2009	$20,801,600

[a] At 2008-2009 rates.

Table 15.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2010-2011	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL
New	1	P-3 in subprogramme 1
Reclassification	1	P-4 to P-5 in subprogramme 4
Approved for the biennium 2008-2009	74	1 USG, 1 D-2, 4 D-1, 8 P-5, 17 P-4, 13 P-3, 5 P-2/1, 2 GS (OL), 23 LL

Abbreviations: USG, Under-Secretary-General; GS, General Service; OL, Other level; LL, Local level.

15.1 The biennial programme plan is based on the medium-term strategic and institutional plan for the period 2008-2013, which was approved by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) at its twenty-first session in its resolution 21/2 of 20 April 2007. The plan sharpens the programme's focus, promotes alignment and coherence and strengthens the catalytic role of UN-Habitat for the coordinated implementation of the Habitat Agenda and internationally agreed development goals relevant to human settlements.

15.2 Responsibility for human settlements is vested in UN-Habitat, which serves as the focal point for the implementation of the programme within the United Nations system. The current mandate of UN-Habitat is derived from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), namely, adequate shelter for all and sustainable human settlements development in an urbanizing world. The mandate of the programme is also derived from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements to the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the Assembly through the Economic and Social Council, and by the Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates are contained in the Declaration on Cities and Other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2), such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and the outcomes of the major United Nations conferences and international agreements since 1992, such as the target on water and sanitation of the Johannesburg Plan of Implementation. The

aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome (resolution 60/1), which highlighted slum prevention as a priority issue. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the UN-Habitat Governing Council.

15.3 The world urban population is currently expanding at the rate of about 70 million per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The current rate of urban growth is almost equal to the rate of slum formation in some developing countries, particularly in sub-Saharan Africa and some parts of Asia. Slums are the most visible manifestation of urban poverty and of the failure of sectorally focused policies and institutions in providing for the basic needs of people. In many cities, slums are no longer just marginalized neighbourhoods; they are the dominant type of human settlement characterizing many cities in the developing world. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by a deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements.

15.4 Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the right of all, especially women, youth, people living in poverty and those belonging to vulnerable and disadvantaged groups, including disabled people, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

15.5 The vision of the medium-term strategic and institutional plan, on which the biennial programme plan is based, is to set the necessary conditions for concerted international and national efforts to stabilize the growth of slums and to set the stage for a subsequent reduction in and reversal of the number of slum-dwellers. The plan identified five substantive focus areas: effective advocacy, monitoring and partnerships; promotion of participatory urban planning, management and governance; promotion of pro-poor land and housing; environmentally sound basic infrastructure and services; and strengthened human settlements finance systems. Excellence in management was identified as a sixth focus area, which supports the implementation of others. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels. The medium-term strategic and institutional plan will be implemented at the global and national levels, in line with approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. UN-Habitat will contribute to the improved coordination of activities through its strengthened participation in the United Nations country teams.

15.6 The activities of UN-Habitat for the period 2010-2011 are based on the implementation phases specified in the action plan of the medium-term strategic and institutional plan: the kick-start phase (2008), the roll-out phase (2009-2010), and the upscaling phase (2011-2013). In 2010, UN-Habitat will complete the rolling out of those activities of the plan that were begun in 2009, while the upscaling of those activities will commence in 2011.

15.7 The UN-Habitat programme of work consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages are reflected in the

close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities. Enhanced collaboration among UN-Habitat units and sections will occur through an integrative and synergetic approach to better serve the Member States, particularly through the enhanced normative and operational framework concept. A strengthened programme review committee will also ensure the sharing of information among different subprogrammes, branches and sections in house and promote alignment and cohesion of the programmes.

15.8 While each subprogramme takes the lead in the implementation of specific focus areas, all are expected to contribute to each focus area. In keeping with resolution 19/2 adopted by the Governing Council in May 2003, the strategy of UN-Habitat in meeting its mandates rests on four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central Governments and local authorities, using as a primary vehicle the global campaign on sustainable urbanization (subprogramme 1, Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring conditions and trends in human settlements, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2, Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3, Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of the living conditions of slum-dwellers (subprogramme 4, Human settlements financing).

15.9 UN-Habitat will continue to mainstream cross-cutting issues comprising the gender perspective, partnerships and youth and to promote the empowerment of women in human settlements activities. The programme's efforts in promoting women's access to shelter were strengthened by the General Assembly in the 2005 World Summit Outcome (resolution 60/1, para. 58), which asserts women's free and equal right to own and inherit property and to security of tenure.

15.10 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Consultations have taken place among concerned entities of the Executive Committee on Economic and Social Affairs at the thematic cluster level. Those consultations are expected to lead to better coordination and more collaborative work among programmes in major common work areas of the United Nations Secretariat in the social and economic sectors. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing issues in the area of human settlements. The fifth session of the World Urban Forum will be held in 2010.

15.11 The issue of publications has been reviewed as part of the programme of work. It is anticipated that recurrent and non-recurrent publications will be issued as shown in table 15.3 and as summarized in the output information for executive direction and management and for each subprogramme. The reduction in the number of publications reflects the medium-term strategic and institutional plan to sharpen programme focus and promotes alignment and coherence.

Table 15.3 **Summary of publications**

Publications	*2006-2007 actual*	*2008-2009 estimate*	*2010-2011 estimate*
Recurrent	38	39	67
Non-recurrent	214	210	153
Total	**252**	**249**	**220**

15.12 The overall resources required for the biennium 2010-2011 for this section amount to $20,975,000 before recosting, reflecting an increase of $173,400, or 0.8 per cent. The proposed changes, reflected in table 15.5 below, can be summarized as follows:

(a) A net increase of $16,200 under executive direction and management relates to non-post requirements covering the cost of maintenance of computer equipment in line with service-level agreements, partly offset by reduced requirements for furniture and equipment;

(b) A net increase of $151,400 under programme of work is the result of:

(i) An increase of $149,900 in both post and non-post requirements under subprogramme 1 due to the proposed establishment of one post for a Training and Capacity-Building Officer at the P-3 level to support advocacy on networking and partnerships by integrating principles of sustainable urbanization in education programmes, curricula and learning modules;

(ii) A net decrease of $26,300 in non-post requirements under subprogramme 2 because of a reduction in requirements for furniture and equipment, partly offset by additional requirements for travel;

(iii) A net decrease of $7,500 in non-post requirements under subprogramme 3 as a result of a reduction in requirements for furniture and equipment, partly offset by additional requirements for maintenance of computer equipment and travel;

(iv) A net increase of $35,300 in post requirements under subprogramme 4 arising from the reclassification of one Human Settlements Officer post from the P-4 to the P-5 level as Chief of Water and Sanitation, Section 2 (Asia and the Pacific and Latin America and the Caribbean), in order to strengthen programme delivery in the areas of access to and provision of adequate clean drinking water, improved sanitation and waste management in the Asia and the Pacific and Latin America and the Caribbean regions, partly offset by reduced requirements for furniture and equipment;

(c) An increase of $5,800 under programme support in non-post requirements.

15.13 During the biennium 2010-2011, expected extrabudgetary resources amount to $334,502,100, or 94.0 per cent of the total resources available to the programme. The extrabudgetary resources are used to finance technical cooperation activities, which are a central feature of the programme. The amount reflects an increase of $33,594,600 over the estimates for 2008-2009, owing mainly to a projected increase in country-level activities to support post-disaster and post-crisis relief,

recovery and reconstruction efforts and to strengthen the capacity of programme support in connection with, among other things, the International Public Sector Accounting Standards and enterprise resource planning. The existing arrangements for intergovernmental review and management of those extrabudgetary funds provide for the Governing Council of UN-Habitat to approve biennial budgets governing the use of such extrabudgetary resources.

15.14 The monitoring and evaluation functions of UN-Habitat are managed and coordinated by the Monitoring and Evaluation Unit. The Unit, which is organizationally placed under executive direction and management, is tasked with the responsibility of improving monitoring and evaluation systems and coordinating monitoring and evaluation activities of UN-Habitat towards planned objectives, realizing the expected accomplishments and improving the organizational accountability of UN-Habitat. It is estimated that for the biennium 2010-2011, resources for the conduct of monitoring and evaluation would amount to $3,549,400, representing 53 work-months of staff in the Professional and higher category and 32 work-months in the General Service category, of which $307,900 would be funded from the regular budget and $3,241,500 from extrabudgetary resources.

15.15 The estimated distribution of resources under this section for the biennium 2010-2011 is as shown in table 15.4.

Table 15.4 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.3	—
B. Executive direction and management	21.1	6.4
C. Programme of work	—	—
1. Shelter and sustainable human settlements development	29.5	8.1
2. Monitoring the Habitat Agenda	27.1	8.2
3. Regional and technical cooperation	8.3	56.4
4. Human settlements financing	12.1	15.2
Subtotal C	**77.0**	**87.9**
D. Programme support	1.6	5.7
Total	**100.0**	**100.0**

Table 15.5 **Requirements by component and source of funds**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2006-2007 expenditure*	*2008-2009 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
Policymaking organs	36.6	55.8	—	—	55.8	3.8	59.6
Executive direction and management	3 490.5	4 407.0	16.2	0.4	4 423.2	115.7	4 538.9
Programme of work	16 037.8	16 000.2	151.4	0.9	16 151.6	217.3	16 368.9
Programme support	—	338.6	5.8	1.7	344.4	1.0	345.4
Subtotal	**19 564.9**	**20 801.6**	**173.4**	**0.8**	**20 975.0**	**337.8**	**21 312.8**

(2) *Extrabudgetary*

2006-2007 expenditure	*2008-2009 estimate*	*Source of funds*	*2010-2011 estimate*
		(a) Services in support of	
1 627.9	2 421.0	(i) United Nations organizations	3 280.5
7 579.3	12 666.9	(ii) Extrabudgetary activities	18 908.8
		(b) Substantive activities	
15 573.5	29 731.6	United Nations Habitat and Human Settlements Foundation	35 395.3
7 174.0	9 870.6	United Nations Human Settlements Programme	11 800.1
		(c) Operational Projects	
73 345.2	116 217.4	United Nations Habitat and Human Settlements Foundation	110 117.4
145 168.0	130 000.0	UNDP and other sources	155 000.0
Subtotal	**250 467.9**	**300 907.5**	**334 502.1**
Total (1) and (2)	**270 032.8**	**321 709.1**	**355 814.9**

Table 15.6 **Post requirements**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Extrabudgetary		Total	
	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
USG	1	1	—	—	—	—	1	1
ASG	—	—	—	—	1	1	1	1
D-2	1	1	—	—	3	4	4	5
D-1	4	4	—	—	11	12	15	16
P-5	8	9	—	—	27	33	35	42
P-4/3	30	30	—	—	59	68	89	98
P-2/1	5	5	—	—	20	21	25	26
Subtotal	**49**	**50**	**—**	**—**	**121**	**139**	**170**	**189**
General Service								
Other level	2	2	—	—	4	5	6	7
Subtotal	**2**	**2**	**—**	**—**	**4**	**5**	**6**	**7**
Other								
Local level	23	23	—	—	80	83	103	106
Subtotal	**23**	**23**	**—**	**—**	**80**	**83**	**103**	**106**
Total	**74**	**75**	**—**	**—**	**205**	**227**	**279**	**302**

A. Policymaking organs

Resource requirements (before recosting): $55,800

15.16 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

15.17 The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat, in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation and the operational activities carried out by UN-Habitat. The sessions bring together representatives of Member States as well as Habitat Agenda partners, which comprise local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The

Committee of Permanent Representatives normally meets eight times during a biennium, while its two working groups hold approximately 72 meetings in the two-year period. The Governing Council, the Committee of Permanent Representatives and the Committee's two working groups are serviced by the secretariat of the Governing Council under the Office of External Relations.

Table 15.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	55.8	55.8	—	—
Subtotal	**55.8**	**55.8**	—	—
Extrabudgetary	—	—	—	—
Total	**55.8**	**55.8**	—	—

15.18 The provision of $55,800 covers overtime requirements for substantive servicing of the meetings of the Governing Council of UN-Habitat ($45,300) and hospitality requirements during its biennial sessions ($10,500).

B. Executive direction and management

Resource requirements (before recosting): $4,423,200

15.19 Executive direction and management falls under the responsibility of the Executive Director and includes the Deputy Executive Director, the Information Services Section, the Monitoring and Evaluation Unit, the Resource Mobilization Unit and the UN-Habitat liaison offices in New York, Geneva and Brussels. The Executive Director provides overall direction in the management of the implementation of the organization's work programme, mandate and goals and in its relations with Member States, United Nations offices, programmes, funds, agencies and other partners in coordinating the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates.

15.20 During the biennium, the Executive Director will coordinate, drive, monitor and assess the implementation of activities outlined in the biennial work programme. The executive direction and management component is expected to lead and contribute to the focus area on excellence in management through the consolidation of a series of strategic and institutional changes focusing on programmatic alignment and coherence, improved knowledge and results-based management systems, holding managers accountable for results and supporting the role of governing bodies, including the Committee of Permanent Representatives, in reviews of programme performance.

15.21 In line with the medium-term strategic and institutional plan, UN-Habitat will place special emphasis on enhancing public awareness of and expanding knowledge on urbanization and urban poverty issues and trends through advocacy activities. The Global Campaign on Sustainable Urbanization, the fifth session of the World Urban Forum and the twenty-third session of the Governing Council will form an integral part of the advocacy role of UN-Habitat in mainstreaming the Habitat Agenda and building awareness of the urbanization and urban poverty agenda.

15.22 The Resource Mobilization Unit will adopt a strategic and coherent approach for fund-raising in line with the priorities identified in the medium-term strategic and institutional plan. The Unit will

support the development of multi-year funding agreements. It will also enhance the catalytic role of UN-Habitat and its ability to respond to critical environmental and humanitarian emergencies by engaging with Member States and partners on funding needs and expanding partnerships and alliances between UN-Habitat and international and regional institutions to increase funding and investments for improving human settlements.

15.23 The Monitoring and Evaluation Unit is responsible for monitoring the implementation of the work programme and evaluating its relevance, efficiency and effectiveness. The Unit will strengthen results-based monitoring, evaluation and reporting systems, coordinate and support the development of evaluation plans and ensure the effective delivery of key strategic evaluations. The Integrated Monitoring and Documentation Information System will be used as a tool for self-evaluation. Efforts will be increased to capture results information at the expected accomplishment level throughout the biennium. The Unit will also provide guidance and support on all other internal and external evaluations and ensure that the findings contribute to improved programme performance, accountability, organizational learning and new programme planning. In addition, the Unit will monitor implementation of the medium-term strategic and institutional plan and provide feedback and regular progress reports to the Committee of Permanent Representatives, in line with Governing Council resolution 21/2, as well as guide and support the midterm evaluation of the implementation of the medium-term strategic and institutional plan in 2011.

15.24 During the biennium, the Information Services Section will provide robust press and media services and outreach through the planning and organization of major global, regional and national media and advocacy events, including World Habitat Day and the World Urban Forum. As a result of the new branding strategy, the biennium will see targeted marketing of UN-Habitat publications and new products to strengthen partnerships. Knowledge management systems, especially Intranet-based tools, will be further strengthened. In order to enhance global awareness of issues related to human settlements, the Section will spearhead and support all advocacy activities, including those related to the Global Campaign on Sustainable Urbanization, resource mobilization and partnership-building.

15.25 The UN-Habitat liaison offices in New York, Geneva and Brussels will continue to perform their functions of coordinating, harmonizing and representing the programme. The liaison offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements, as well as to carry out advocacy and outreach activities.

Table 15.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the effective implementation of the UN-Habitat mandates and compliance with United Nations policies and procedures with respect to the management of the work programme, the medium-term strategic and institutional plan and staff and financial resources using a results-based management approach.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system	(a) Increased number of United Nations system-wide policy documents and reports integrating human settlements issues in a consistent manner, including relevant General Assembly and Economic and Social Council resolutions

	Performance measures 2006-2007: 22 policy documents and reports integrating human settlements issues in a consistent manner Estimate 2008-2009: 35 policy documents and reports integrating human settlements issues in a consistent manner Target 2010-2011: 50 policy documents and reports integrating human settlements issues in a consistent manner
(b) Programme of work is effectively managed	(b) (i) Increased percentage of the planned programme of work implemented effectively and in a timely manner as reflected in the biennial programme performance report and progress reports presented to the Committee of Permanent Representatives *Performance measures* 2006-2007: 92 per cent Estimate 2008-2009: 94 per cent Target 2010-2011: 100 per cent (ii) Increased percentage of programmes and projects endorsed by the Programme Review Committee, in line with its mandate and aligned with the medium-term strategic and institutional plan and expected accomplishments of the work programme *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 65 per cent Target 2010-2011: 100 per cent
(c) More predictable funding and narrowed gap between non-earmarked and earmarked voluntary contributions	(c) (i) Reduced proportion of voluntary funding provided by the top 10 donors *Performance measures* 2006-2007: top 10 donors contribute more than 90 per cent of voluntary funding Estimate 2008-2009: top 10 donors contribute 80 per cent of voluntary funding *Target 2010-2011: expansion of donor* base, so that top 10 donors contribute less than 70 per cent of voluntary funding

		(ii) Increased percentage of general-purpose contributions *Performance measures* 2006-2007: 11 per cent Estimate 2008-2009: 16 per cent Target 2010-2011: 17 per cent
(d) Results-based management integrated into monitoring, evaluation and reporting systems	(d)	(i) Percentage of evaluation recommendations to improve programme performance implemented within the time frame *Performance measures* 2006-2007: not applicable Estimate 2008-2009: evaluation recommendation tracking system set up Target 2010-2011: 70 per cent of evaluation recommendations implemented within the time frame
		(ii) Percentage of expected accomplishments systematically monitored and reported on using an appropriate methodology *Performance measures* Estimate 2008-2009: not applicable Target 2010-2011: 80 per cent
(e) Increased public awareness and expanded knowledge of sustainable urbanization issues through the Global Campaign for Sustainable Urbanization	(e)	(i) Increased coverage of human settlements issues through the Global Campaign in international and national media *Performance measures* Estimate 2008-2009: not applicable Target 2010-2011: 30,000 instances of coverage of the content of the Global Campaign in national and international media
		(ii) Increased number of requests for UN-Habitat publications *Performance measures* Estimate 2008-2009: not applicable Target 2010-2011: 1 million requests

(f) Improved geographical representation and gender balance of suitably qualified and experienced staff	(f) (i) Increased percentage of suitably qualified and experienced staff recruited from unrepresented and underrepresented Member States *Performance measures* 2006-2007: 33 per cent Estimate 2008-2009: 35 per cent Target 2010-2011: 38 per cent (ii) Increased percentage of women in the Professional and higher category for appointments of one year or more *Performance measures* 2006-2007: 38 per cent Estimate 2008-2009: 42 per cent Target 2010-2011: 46 per cent
(g) Increased timeliness of submission of documentation and performance reports to governing bodies	(g) Increased percentage of pre-session documents submitted in accordance with the deadline *Performance measures* 2006-2007: 70 per cent Estimate 2008-2009: 80 per cent Target 2010-2011: 90 per cent

External factors

15.26 The Office of the Executive Director is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be adequate resources for the implementation of the work programme and the medium-term strategic and institutional plan; and (b) there will be improved support for core UN-Habitat activities by donors and the fund-raising strategy, resulting in more non-earmarked resources to enable UN-Habitat to prioritize and to undertake strategic planning.

Outputs

15.27 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Commission on Sustainable Development (transport and waste management) (1); twenty-third session of the Governing Council of UN-Habitat (1); fifth session of the World Urban Forum (1); provision of inputs on human settlements to the Economic and Social Council, General Assembly and other United Nations agencies, including coordinated implementation of the Habitat Agenda (1);

(ii) Parliamentary documentation: reports to the Economic and Social Council on the coordinated implementation of the Habitat Agenda (2); documentation for the Commission on Sustainable Development (transport and waste management) (1); reports of the Secretary-General to the General Assembly at its sixty-fifth and sixty-sixth sessions under the agenda item on human settlements (2); strategic policy document for the fifth session of the World Urban Forum (6); updated strategic policy document for the information of the Governing Council at its twenty-third session (1); documentation for the fifth session of the World Urban Forum (1); documentation for the twenty-third session of the Governing Council (6); progress report of the Executive Director to the twenty-third session of the Governing Council (1); progress report of the Executive Director on the implementation of the medium-term strategic and institutional plan for 2008-2013 (1); reports of the Executive Director on cooperation within the United Nations system and with Habitat Agenda partners (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: UN-Habitat annual report (2); *Urban World* (8);

(ii) Non-recurrent publications: programme performance report for the biennium 2010-2011 (1); biannual progress reports to the Committee of Permanent Representatives on the implementation of the work programme (4); key strategic evaluations to improve performance and accountability and feed lessons into new programmes (5); policy statements regarding human settlements delivered at international meetings and conferences (60); staff survey assessing organizational effectiveness and knowledge-sharing (1); substantive integration of human settlements issues into global reports, including reports to the Commission on Sustainable Development; reports to the General Assembly and the Economic and Social Council (5); contributions to the *Yearbook of the United Nations*, the Cities Alliance report, the *United Nations Chronicle* and other United Nations publications (8);

(iii) Exhibits, guided tours, lectures: exhibits and information materials for the World Urban Forum, World Habitat Day, the Governing Council and other events, guided tours and lectures, international and regional book fairs, lead agency support for the United Nations pavilion at the Shanghai International Expo 2010 (10);

(iv) Booklets, fact sheets, wallcharts, information kits: booklets, pamphlets, fact sheets and information kits for World Habitat Day and the fifth session of the World Urban Forum (50);

(v) Press releases, press conferences: global campaign advocacy materials delivered by UN-Habitat and campaign partners, press and web releases, media interviews, contributions to newspapers, speeches and radio broadcasts and video footage for global broadcast on human settlements issues, projects and events, such as the World Urban Forum and World Habitat Day (25);

(vi) Technical material: assessment report on awareness of and demand for UN-Habitat publications and materials (1); delivery of a results-based management, monitoring and evaluation capacity-building programme (training, mentoring and systematic on-the-job learning) (1); improved knowledge management systems focusing on lessons learned on normative and operational activities, including Intranet, extranets, tools to support monitoring, evaluations and knowledge management systems (5); development of internal performance evaluation systems linked to subprogramme objectives (1); publication of yearly updated Catalogue of Pipeline Projects as a resource mobilization tool (2); results-based annual report on monitoring and evaluation activities of

UN-Habitat (2); tools for supporting performance measurement, monitoring and evaluation activities (2); UN-Habitat human resources management action plan with performance measurement plan, including geographical and gender representation (1); updated operational guidelines for resource mobilization to enhance coherence and strategic focus in cooperation with development partners (8); evaluation database (electronic depository of operational and normative work of UN-Habitat) (1);

(vii) Audio-visual resources: electronic and print catalogue of all UN-Habitat publications and audio and video issuances, including films, videotapes, radio broadcasts, B-rolls of news, public service announcements, documentaries and short feature programmes on human settlements issues, projects and events, such as the World Urban Forum and World Habitat Day (30).

Table 15.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	3 844.2	3 844.2	14	14
Non-post	562.8	579.0	—	—
Subtotal	**4 407.0**	**4 423.2**	**14**	**14**
Extrabudgetary	16 476.2	21 434.0	26	31
Total	**20 883.2**	**25 857.2**	**40**	**45**

15.28 The amount of $3,844,200 for posts would provide for the continuation of 14 posts (8 in the Professional and higher category and 6 General Service and Local level), reflected in table 15.9.

15.29 The amount of $579,000 for non-post resources, including an increase of $16,200, would provide largely for other staff costs, travel of staff, general operating expenses and other operational requirements. The increase in non-post resources relates primarily to the cost of maintenance of computer equipment in line with service-level agreements, partly offset by the reduction in the requirements for furniture and equipment.

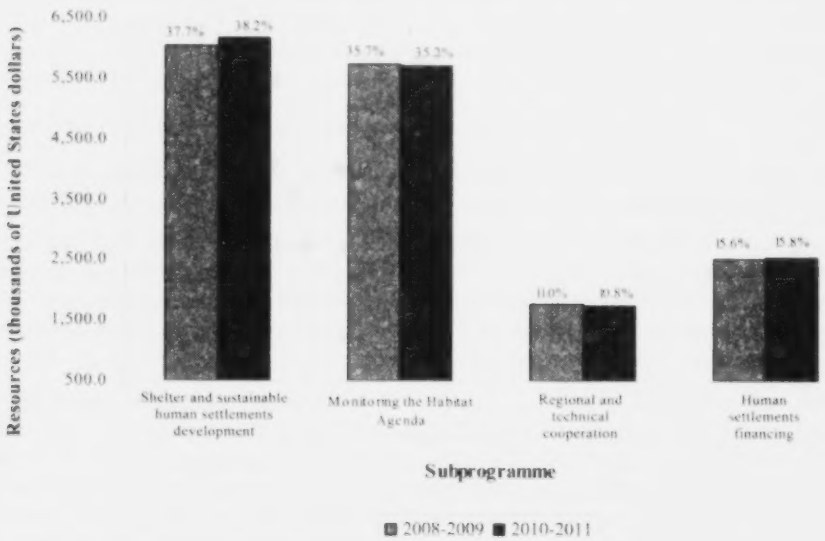
15.30 During the biennium 2010-2011, expected extrabudgetary resources amounting to $21,434,000 would provide for 31 posts (20 in the Professional and higher category and 11 General Service and Local level), as reflected in table 15.9, and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. The amount reflects an increase of $4,957,800 compared to the estimates for 2008-2009, which is primarily the result of the creation of the Office of External Relations, the consolidation of UN-Habitat humanitarian affairs activities in the Geneva office, increasing the organization's information and communication capacity and the overall strengthening of the management and administrative services of the Executive Office, as well as a projected increase in the reimbursement of administrative support costs for services, payable from the extrabudgetary funds of UN-Habitat, provided by the United Nations Office at Nairobi.

C. Programme of work

Table 15.10 **Resource requirements by subprogramme**

Subprogramme	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
Regular budget				
1. Shelter and sustainable human settlements development	6 024.7	6 174.6	22	23
2. Monitoring the Habitat Agenda	5 718.0	5 691.7	23	23
3. Regional and technical cooperation	1 755.9	1 748.4	5	5
4. Human settlements financing	2 501.6	2 536.9	9	9
Subtotal	**16 000.2**	**16 151.6**	**59**	**60**
Extrabudgetary	271 764.4	294 159.3	130	137
Total	**287 764.6**	**310 310.9**	**189**	**197**

Regular budget resource requirements by subprogramme



Subprogramme 1
Shelter and sustainable human settlements development

Resource requirements (before recosting): $6,174,600

15.31 The responsibility for this subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. In line with the medium-term strategic and institutional plan, the subprogramme will take the lead in the implementation of the focus areas on the promotion of

participatory urban planning, management and governance and on the promotion of pro-poor land and housing, and will also contribute to the other three, which are cross-cutting areas.

15.32 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 12 of the strategic framework for the period 2010-2011.

Table 15.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world, through the promotion of participatory urban planning, management, governance, pro-poor land and housing.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve Millennium Declaration target 11 on slums	(a) (i) Increased number of national Governments and local authorities introducing, revising and implementing pro-poor, gender- and age-sensitive land management, slum-upgrading and prevention policies and strategies in line with the Millennium Declaration target on slums *Performance measures* 2006-2007: 19 Governments and local authorities Estimate 2008-2009: 22 Governments and local authorities Target 2010-2011: 25 Governments and local authorities (ii) Increased number of national Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights *Performance measures* 2006-2007: 27 Governments, partnerships and alliances Estimate 2008-2009: 32 Governments, partnerships and alliances Target 2010-2011: 37 Governments, partnerships and alliances

	(iii) Increased number of Governments, partners and alliances taking measures to reduce arbitrary and unlawful forced evictions *Performance measures* 2006-2007: 27 Governments, partners and alliances Estimate 2008-2009: 32 Governments, partners and alliances Target 2010-2011: 37 Governments, partners and alliances
(b) Improved capacity for participatory, accountable, pro-poor, gender- and age-sensitive urban governance and planning	(b) (i) Increased number of national Governments having increased institutional capacity for introducing, revising and implementing policies, legislation and national action plans and strengthened arrangements for promoting good urban governance and ensuring fiscal and political decentralization *Performance measures* 2006-2007: 51 Governments Estimate 2008-2009: 61 Governments Target 2010-2011: 71 Governments (ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools and adopting strategies for pro-poor and gender-sensitive urban governance *Performance measures* 2006-2007: 110 cities Estimate 2008-2009: 130 cities Target 2010-2011: 150 cities (iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools *Performance measures* 2006-2007: 30 Habitat Agenda partners

	Estimate 2008-2009: 40 Habitat Agenda partners Target 2010-2011: 50 Habitat Agenda partners
(c) Improved partnerships and collaboration with local authorities and their association in the implementation of agreed programmes and activities	(c) (i) Increased number of local authorities and partners engaging in joint activities towards the implementation of the Guidelines on Decentralization and related programmes *Performance measures* 2006-2007: 4 global and regional organizations of local authorities participating in the programme of cooperation along the agreed international guidelines on decentralization Estimate 2008-2009: 8 global and regional organizations of local authorities participating in the programme of cooperation along the agreed international guidelines on decentralization Target 2010-2011: 12 global and regional organizations of local authorities participating in the programme of cooperation along the agreed international guidelines on decentralization
(d) Improved capacity at the national and local levels to address sustainable urban development so that cities are safer, less vulnerable to disaster and better able to adapt to and mitigate the effects of climate change and manage post-disaster and post-conflict situations and to promote a positive approach to foreseeable natural risk prevention	(d) (i) Increased number of Governments working with UN-Habitat to establish urban environmental management frameworks for sustainable development *Performance measures* 2006-2007: 22 Governments Estimate 2008-2009: 26 Governments Target 2010-2011: 30 Governments (ii) Increased number of cities and municipalities working with UN-Habitat to promote crime prevention and safer cities for sustainable urban development *Performance measures* 2006-2007: 57 cities and municipalities Estimate 2008-2009: 85 cities and municipalities

	Target 2010-2011: 100 cities and municipalities
	(iii) Increased number of Governments and cities whose capacities are improved in undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements
	Performance measures
	2006-2007: 17 Governments and cities
	Estimate 2008-2009: 19 Governments and cities
	Target 2010-2011: 21 Governments and cities
(e) Improved national training and capacity-building strategies and strengthened institutions for meeting present and emerging training and capacity-building needs in shelter and sustainable urban development	(e) (i) Increased number of Governments implementing capacity-building strategies to promote adequate shelter and sustainable urban development
	Performance measures
	2006-2007: not applicable
	Estimate 2008-2009: not applicable
	Target 2010-2011: 10 Governments
	(ii) Increased number of national training and capacity-building institutions using UN-Habitat manuals and methods on adequate shelter and sustainable urban development
	Performance measures
	2006-2007: 80 national training and capacity-building institutions
	Estimate 2008-2009: 100 national training and capacity-building institutions
	Target 2010-2011: 120 national training and capacity-building institutions
	(iii) Increased number of tertiary education institutions introducing and enhancing education on adequate shelter and sustainable urban development

Performance measures

2006-2007: not applicable

Estimate 2008-2009: not applicable

Target 2010-2011: 20 tertiary education institutions

(iv) Increased number of students trained by graduate-level institutions

Performance measures

2006-2007: not applicable

Estimate 2008-2009: not applicable

Target 2010-2011: 1,000 students

External factors

15.33 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be adequate resources for implementing the global and national activities planned for the global campaign on sustainable urbanization; (b) there will be minimal risk of changes in Government and related policies that could slow down the progress of initiatives on land and housing; and (c) Member States respond positively to the guidelines and recommendations provided and will ensure that the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated through UN-Habitat activities.

Outputs

15.34 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Substantive servicing of meetings: fifth session of the World Urban Forum: presentation of the Global Housing Agenda for the Year 2020 (1);

(ii) Parliamentary documentation: contribution to twenty-sixth session of the United Nations Environment Programme (UNEP) Governing Council and the Environment Management Group (2); documentation for the Commission on Sustainable Development in 2010 (1); documentation for the twenty-third session of the Governing Council (1); fifth session of the World Urban Forum: presentation of the Global Housing Agenda for the Year 2020 (1);

(iii) Ad hoc expert groups: ad hoc expert group meetings on climate change and shelter (1); slum-upgrading and prevention policies and mechanisms and on negotiated resettlement and alternatives to forced eviction (2); pro-poor and gender-sensitive land tenure, land management and property administration, including equal tenure for women (4); conference of the parties to the United Nations Framework Convention on Climate Change and the Convention on Biological Diversity (4); citizen engagement in revenue generation and budgeting (1); curricula for training on land in Africa (1); policing and public spaces (1); curricula of land departments in African universities (1); safety and slum-upgrading in public spaces (2); safety and vulnerable groups — migrants, women,

youth and children (2); safety in post-conflict situations (2); the United Nations Advisory Committee of Local Authorities (2); capacity-building for sustainable urbanization in Asia and for local economic development (2); organization of stakeholder meetings for the prioritization of spatial planning strategies (5); partners' meeting of the Cities and Climate Change Initiative (1); political contact group on decentralization, decentralization partner network and advisory group of experts on decentralization (2); regional conference of mayors (1); regional conference of ministers of housing and urban development (2); regional conference of ministers (2); regional meetings on the Cities and Climate Change Initiative (3); second State of the World's Cities Conference, on safer cities (1); second Youth Crime Prevention Summit (1); Commission on Crime Prevention and Criminal Justice session on urban safety (1);

(iv) Assistance to representatives and rapporteurs: backstopping the secretariats of the African Ministerial Conference on Housing and Urban Development and the Asia-Pacific Ministerial Conference on Housing and Urban Development (2 instances); facilitation of participation of the special rapporteur on the right to adequate housing in relevant expert group meetings and/or other related activities (2 instances); high-level workshop with the Special Rapporteur on the right to adequate housing and the Office of the United Nations High Commissioner for Human Rights on unlawful evictions and slum-prevention strategies (1); the Inter-Agency Committee on the United Nations Decade of Education for Sustainable Development (2); substantive participation in the Inter-Agency Standing Committee and the Executive Committee on Humanitarian Affairs (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: annual reports documenting cases of unlawful eviction (2);

(ii) Non-recurrent publications: compendium of case studies on decentralization (3); documentation of best practices in managing and maintaining infrastructure and services (1); lessons-learned documents extracted from field operations (2); regional strategies and action plans (3); safety and slum-upgrading and safety and post-conflict situations (2); shelter profile studies (2); studies on pro-poor and gender-sensitive land tenure, land management and property administration carried out by UN-Habitat and/or its partners (4); UN-Habitat scoping study to identify leading knowledge, institutions and manufacturers in the field of producing low-greenhouse-gas-emitting building materials and technologies (1);

(iii) Booklets, fact sheets, wallcharts, information kits: advocacy and information materials developed by partners promoting pro-poor and gender-sensitive land tenure, land management and property administration (3); advocacy and information materials developed by the Advisory Group on Forced Evictions (2); *Disaster Management Newsletter* (2); documentation of the partnership of UN-Habitat with local authorities (4); documentation of safety practices (1); e-newsletter for the Cities and Climate Change Initiative (4); report on human settlements and crisis (1); *Safer Cities Programme* newsletter (2); *Training and Capacity-Building* newsletter (4); *Urban Governance* newsletter (4);

(iv) Technical material: adaptation and online administration of UN-Habitat training tools to distance learning courses (1); compendium of national capacity-building strategies to promote adequate shelter and sustainable urban development (1); Geographical Information System (GIS) mapping for inclusive spatial planning and slum-upgrading (5); policy guide to enable policymakers to design a holistic housing policy that mitigates slum formation and delivers affordable housing (1); policy guides focusing on

slum-upgrading at the local government level, including tools and case studies developed with Cities Alliance and other partners (3); policy support tool on sustainable construction to promote low-greenhouse-gas-emitting building materials and construction technologies (1); road map for operationalization of the policy on human settlements and crisis (1); support for training and capacity-building institutions in training needs assessment and impact evaluation (2); sustainable urbanization sourcebook (2); toolkit on managing cities and climate change for managers and practitioners (several volumes) (1); tools and guidelines on land management and property administration — Global Land Tool Network (1); tools and guidelines on land tenure produced through partners and networks (2); tools and guidelines on sustainable settlement rehabilitation and disaster risk reduction (4); tools and indicators on the implementation of the guidelines on decentralization (3); tools for citizen participation in revenue and expenditure planning (1); tools to support safety in public spaces and safety tools in slum-upgrading and post-conflict situations (1); training toolkit on climate change mitigation and adaptation for sustainable urbanization (2); training toolkit on public-private partnerships in water and sanitation (1); training toolkits and guides on land issues (2);

(v) Audio-visual resources: DVD on successful alternatives to forced eviction (1); DVDs on pro-poor and gender-sensitive land tenure, land management and property administration (1); global advocacy tools in support of local strategies: children's book, CD-ROM/documentary DVD (2);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services provided to partners and local governments on local crime prevention and safety (100 instances); advisory services to develop and implement national capacity-building strategies to promote adequate shelter and sustainable urban development (3 instances); assistance on pro-poor and gender-sensitive land tenure, land management and property administration for Member States, intergovernmental bodies, including the World Bank, or United Nations representative, provided by UN-Habitat or partners (8 instances); Cities and Climate Change Initiative and environmental planning and management advisory, capacity-building and monitoring missions to local authority partners (20); fact-finding missions by the Advisory Group on Forced Evictions (4); institutional development for coordinated and integrated service delivery and local economic development (2 instances); international cooperation and inter-agency coordination on UN-Habitat joint initiatives with UNEP (10 instances); policy advice for four country members on housing policies and affordable housing options related to housing profile studies (4 instances); support for national and local governments in the adaptation of the Guidelines on Decentralization to local contexts (3 instances); technical assistance, emergency support and project formulation missions (10); training needs assessment and training strategy development in the land sector (2 instances);

(ii) Training courses, seminars and workshops: city development strategies in the Lake Victoria region (4); country-level training carried out according to demand and funding (1); cross-regional collaboration and learning on disaster risk reduction and sustainable relief and reconstruction (1); Global Land Tool Network training on land management and property administration (2); institutional development and fiscal arrangements in decentralized service delivery (3); monitoring enhancement of local democracy (1); network for municipal e-governance (1); regional courses on sustainable urban development (2); regional seminars with tertiary education institutions on sustainable

urban development (2); development of curricula for regional training facilities offering courses on safety, local crime and violence prevention (3); roster of trainers (1); training carried out in the regions through the regional offices (3 instances); training courses at the fifth session of the World Urban Forum for about 40 people per workshop (3); training courses on land management issues (2); training in sustainable urban development for UN-Habitat programme managers (1 instance); training on disaster risk reduction carried out in collaboration with the UN-Habitat Tehran Office (1 instance); training on pro-poor and gender-sensitive land tenure, land management and property administration (2 instances); workshops in demonstration cities of the Cities and Climate Change Initiative of the Sustainable Urban Development Network (4);

(iii) Field projects: assistance to Member States, through an enhanced normative and operational framework, in implementing systemic, pro-poor and gender-sensitive policy reforms related to land tenure and land management (2 instances); field projects with regional offices supporting crime and violence prevention at the local and national levels in Latin America and the Caribbean, Asia, Africa and Eastern Europe (9); demonstration projects in four countries or climate zones to develop sustainable and low-greenhouse-gas-emitting housing models (4); technical assistance to one local government authority, through an enhanced normative and operational framework, focusing on the design and implementation of housing policies geared to the delivery of affordable housing options (1 instance); senior-level workshop and training course on designing and monitoring sustainable housing policies, including sustainable building promotion and delivery of affordable housing, vis-à-vis the prevention strategy of Millennium Development Goal 7, target 11, on improving the lives of slum-dwellers (1); UN-Habitat Cities and Climate Change Initiative demonstration field projects in support of local authorities, for better management of climate change and improvement of the urban environment (10).

Table 15.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	5 430.5	5 575.8	22	23
Non-post	594.2	598.8	—	—
Subtotal	**6 024.7**	**6 174.6**	**22**	**23**
Extrabudgetary	22 509.5	27 228.7	34	36
Total	**28 534.2**	**33 403.3**	**56**	**59**

15.35 The amount of $5,575,800 for posts, reflecting an increase of $145,300, would provide for the continuation of 22 posts (15 in the Professional and higher category and 7 Local level), as reflected in table 15.12, and for the establishment of one new post for a training and capacity-building officer at the P-3 level to support the advocacy component of the medium-term strategic and institutional plan by integrating principles of sustainable urbanization in education programmes, curricula and learning modules. The amount of $598,800 in non-post resources reflects a net increase of $4,600 to cover the requirements of the proposed additional post and to provide overall requirements for consultants and experts, travel of staff, contractual services, general operating expenses and other operating requirements.

15.36 During the biennium 2010-2011, expected extrabudgetary resources amounting to $27,228,700, reflecting an increase of $4,719,200, would provide for 36 posts (22 in the Professional and higher category and 14 General Service and Local level), as reflected in table 15.12, and the non-post resources to carry out operational projects and other substantive activities. The increase in resources is mainly to support programme delivery in the focus areas on participatory urban planning and governance and pro-poor land and housing, which include global programmes on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management, safer cities, climate change mitigation and studies on building and construction technology that need to be evaluated against carbon emissions.

Subprogramme 2
Monitoring the Habitat Agenda

Resource requirements (before recosting): $5,691,700

15.37 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The core work of the subprogramme falls within the focus area on effective advocacy, monitoring and partnerships set out in the medium-term strategy and institutional plan. In terms of substantive content, the work of the subprogramme is cross-cutting and contributes to all the other substantive focus areas of the plan.

15.38 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 12 of the strategic framework for the period 2010-2011.

Table 15.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices and progress made in implementing the Habitat Agenda and in achieving the relevant Millennium Development Goals and the Johannesburg Plan of Implementation	(a) (i) Increased number of references to the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database*, captured in Government publications and other influential media *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 100 references Target 2010-2011: 140 references

(ii) Increased number of Governments in the medium-term strategic and institutional plan for 2008-2013 focus countries using policy recommendations contained in the *Global Report on Human Settlements* in decision-making

Performance measures

2006-2007: not applicable

Estimate 2008-2009: 15 Governments

Target 2010-2011: 30 Governments

(iii) Increased number of Habitat Agenda partners using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes

Performance measures

2006-2007: not applicable

Estimate 2008-2009: 30 partners

Target 2010-2011: 70 partners

(iv) Increased number of in-house and other best practices documented, disseminated and analysed for policy implications and scaling up

Performance measures

2006-2007: 2,500 best practices

Estimate 2008-2009: 3,000 best practices

Target 2010-2011: 3,500 best practices

(v) Increased number of urban observatories that use urban information systems, such as Urban Info software and Geographical Information Systems, for urban planning, management and policymaking

Performance measures

2006-2007: 20 urban observatories

Estimate 2008-2009: 50 urban observatories

Target 2010-2011: 60 urban observatories

(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development	(b) (i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on local economic development, employment generation, rural-urban linkages and poverty reduction *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 10 requests Target 2010-2011: 15 requests (ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues within the broader context of national development plans and poverty reduction strategies *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 5 requests Target 2010-2011: 20 requests (iii) Increased number of downloads of UN-Habitat electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 9,000 downloads Target 2010-2011: 12,000 downloads
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities	(c) (i) Increased number of human settlements programmes of Habitat Agenda partners that mainstream gender and promote women's empowerment *Performance measures* 2006-2007: 27 human settlements programmes Estimate 2008-2009: 37 human settlements programmes

Target 2010-2011: 40 human settlements programmes

(ii) Increased number of human settlements programmes of Habitat Agenda partners that promote and mainstream youth-led development and mainstream strategic partnerships at the global, national and local levels

Performance measures

2006-2007: 43 programmes

Estimate 2008-2009: 64 programmes

Target 2010-2011: 68 programmes

(iii) Increased number of public-private partnerships and community partnerships facilitated at the global, national and local levels

Performance measures

2006-2007: 5 partnerships

Estimate 2008-2009: 20 partnerships

Target 2010-2011: 25 partnerships

External factors

15.39 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States will support the creation and maintenance of Habitat Agenda monitoring mechanisms at the national and local levels; (b) Member States will request technical advisory services and respond positively to follow-up of the advisory services rendered; (c) there will be adequate external funding for the preparation of flagship reports and the granting of awards; (d) there will be no shortfall in the level of extrabudgetary resources required to carry out all the other subprogramme activities; and (e) there will be sufficient political will in support of gender equality, women's rights and empowerment activities in selected countries and at the global level.

Outputs

15.40 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Parliamentary documentation: fifth session of the World Urban Forum (2); report to the Statistical Commission (1);

(ii) Ad hoc expert groups: expert group meetings on: award juries (2); gender, cities and climate change (1); learning from best practices technical advisory committee (2); global report on human settlements (2); monitoring secure tenure (1); municipal finance

indicators (1); youth entrepreneurship and slum-upgrading (1); high-level meeting on gender equality in local governance (1); regional conferences of parliamentarians in Africa and Asia (2); UN-Habitat lecture (2); UN-Habitat's slum detection using GIS and remote sensing (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: *Global Report on Human Settlements* (1); *State of the World's Cities* (1);

(ii) Non-recurrent publications: cities and citizens series (1); development of parliamentary action plans and code of conduct (2); *Global Report on Human Settlements 2011: policy directions* (abridged edition) (1); lessons learned from best practices (1); local economic development in the Lake Victoria region with a focus on rural-urban linkages (1); the place of youth (1); private sector working towards sustainable urbanization — lessons learned from the Habitat Business Award (1); the role of investments and housing in urban economic development (1); slums of the world: trend review and update (1); UN-Habitat lecture (2); Why Cities Grow? (2);

(iii) Booklets, fact sheets, wallcharts, information kits: booklet and advocacy materials on the gender equality programme (2); Dubai Award guide and pamphlet (1);

(iv) Technical material: civil society website (1); development impact assessment tools (1); final report on secure tenure (Legal Institutional Framework Index) (1); global urban indicators database (1); operational procedures, guidelines and manual for implementation of opportunities fund for youth (2); tools on gender, decentralization, urban planning and governance (1); UN-Habitat lecture DVDs (2); update of best practices database (1); UrbanInfo database guidelines and CDs (1); youth municipal toolkit (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: assistance for selected countries on the implementation of the Global Partnership Initiative for urban youth development, including action research initiatives (11 instances); support for countries and cities on GIS (1 instance); support for countries and cities on UrbanInfo (1 instance); support for countries and cities on data collection and analysis (1 instance); support for countries and cities on the use of national census (1 instance); support for countries and cities on urban observatories (1 instance);

(ii) Training courses, seminars and workshops: advocacy/dissemination workshop on the *Global Report on Human Settlements 2011* (1); third Africa summit of non-governmental organizations (1); capacity-building on gender and local governance for cities and officials of local authorities (6); local economic development in the Lake Victoria region (1); training courses and seminars for parliamentarians (2); training seminar on municipal finance indicators (1); training workshops for grass-roots women leaders on local-to-local dialogue (1);

(iii) Field projects: ongoing implementation of pilot project to enhance urban-rural development linkages in the Lake Victoria region (2008-2010) (1); support for women's land rights and housing development programme (1).

Table 15.14 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	5 059.5	5 059.5	23	23
Non-post	658.5	632.2	—	—
Subtotal	**5 718.0**	**5 691.7**	**23**	**23**
Extrabudgetary	23 459.4	27 265.8	34	34
Total	**29 177.4**	**32 957.5**	**57**	**57**

15.41 The amount of $5,059,500 would provide for the continuation of 23 posts (14 in the Professional and higher category and 9 Local level), as reflected in table 15.14. The amount of $632,200 in non-post resources, reflecting a decrease of $26,300, would provide mainly for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease of $26,300 is due mainly to reduced requirements under furniture and equipment, partly offset by an increase in other operational requirements.

15.42 During the biennium 2010-2011, expected extrabudgetary resources amounting to $27,265,800, reflecting an increase of $3,806,400, would provide for the continuation of 34 posts (22 in the Professional and higher category and 12 Local level), as reflected in table 15.14, and non-post resources to support the implementation of the focus area of the medium-term strategic and institutional plan on effective advocacy, monitoring and partnerships, which would include strengthening strategic partnerships, including with youth groups, as well as promoting and monitoring women's empowerment and gender mainstreaming in the area of human settlements.

Subprogramme 3
Regional and technical cooperation

Resource requirements (before recosting): $1,748,400

15.43 Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. In implementing the medium-term strategic and institutional plan, the Division will focus on all five substantive focus areas, namely, effective advocacy, monitoring and partnerships; promotion of participatory urban planning, management and governance; promotion of pro-poor land and housing; environmentally sound basic urban infrastructure and services; and strengthened human settlement finance systems at the country and regional levels through the enhanced normative and operational framework.

15.44 The subprogramme will be implemented in accordance with the strategy set out in subprogramme 3 of programme 12 of the strategic framework for the period 2010-2011.

Table 15.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countries that strengthen their respective institutional capacities to develop strategies to reduce urban poverty *Performance measures* 2006-2007: 49 countries Estimate 2008-2009: 55 countries Target 2010-2011: 60 countries (ii) Increased number of countries that strengthen their respective institutional capacities to respond to disasters and reduce vulnerability *Performance measures* 2006-2007: 22 countries Estimate 2008-2009: 25 countries Target 2010-2011: 30 countries (iii) Increased number of countries adopting policies and strategies aimed at reducing urban poverty and disaster vulnerability *Performance measures* 2006-2007: 30 countries Estimate 2008-2009: 35 countries Target 2010-2011: 40 countries
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization *Performance measures* 2006-2007: 40 countries Estimate 2008-2009: 45 countries

	Target 2010-2011: 50 countries (ii) Increased number of countries implementing policies and strategies on slum-upgrading and slum prevention *Performance measures* 2006-2007: 47 countries Estimate 2008-2009: 55 countries Target 2010-2011: 60 countries (iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports *Performance measures* 2006-2007: 40 partners Estimate 2008-2009: 45 partners Target 2010-2011: 50 partners
(c) Improved coherence and integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) (i) Increased number of United Nations development assistance frameworks that have integrated pro-poor and sustainable urbanization *Performance measures* 2006-2007: 30 United Nations development assistance frameworks Estimate 2008-2009: 40 United Nations development assistance frameworks Target 2010-2011: 45 United Nations development assistance frameworks (ii) Number of comprehensive UN-Habitat country programme documents developed and verified *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 20 UN-Habitat country programme documents Target 2010-2011: 30 UN-Habitat country programme documents

External factors

15.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the necessary human and financial resources will be available; (b) continuing and emerging political and social instability, including natural disasters such as drought, tsunamis, earthquakes and floods, as well as man-made disasters that pose serious threats to programme implementation, will be minimal; and (c) there will be political will among many Governments to mainstream urban and housing issues in their broad national development agendas.

Outputs

15.46 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary): ad hoc expert groups: African Ministerial Conference on Housing and Urban Development (1); the Asia-Pacific Ministerial Conference on Housing and Urban Development (1); expert group meeting on regional state-of-the-cities reports (3); housing and urban development conference in Central Europe and countries with economies in transition (1); ministerial meeting on housing and urban development of the Latin American and Caribbean countries (1); rapid urban-sector profiling for sustainability/participatory slum-upgrading programme (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Operational Activities Report (1);

(ii) Non-recurrent publications: regional state-of-the-cities reports (3); urban sector profile studies (6); UN-Habitat country programme documents (30);

(iii) Booklets, fact sheets, wallcharts, information kits: lessons-learned documents extracted from the field operations (3); programme newsletters (2);

(iv) Technical material: operational guidelines on urban disaster risk reduction in an African context (1); road map on operationalization of the UN-Habitat strategic policy on human settlements and crisis in the African context (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services on housing and urban development policies (50 instances); implementation of UN-Habitat country programmes coordinated by national programme managers (30); mainstreaming of urban issues in United Nations development assistance frameworks and poverty-reduction strategy papers (45); programme formulation and backstopping in areas of post-conflict and post-disaster reconstruction in Africa, the Arab States and the Asia and Pacific region (20 instances);

(ii) Training courses, seminars and workshops: training on the regional state-of-the-cities reports (3);

(iii) Field projects: field projects on disaster prevention and reconstruction (1); on housing and urban policies in line with the global campaign on sustainable urbanization (10); on slum-upgrading (10); to build capacity in the area of human settlements with a focus on reducing urban poverty and the response to disasters in Africa, the Arab States and the Asia and Pacific and Latin America and Caribbean regions (50).

Table 15.16 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	1 580.6	1 580.6	5	5
Non-post	175.3	167.8	—	—
Subtotal	**1 755.9**	**1 748.4**	**5**	**5**
Extrabudgetary	166 078.7	188 668.2	42	46
Total	**167 834.6**	**190 416.6**	**47**	**51**

15.47 An amount of $1,580,600 for posts would provide for the continuation of five posts (4 in the Professional and higher category and 1 Local level), as reflected in table 15.16. The amount of $167,800 in non-post resources, reflecting a decrease of $7,500, would provide for consultants and experts, travel of staff, general operating expenses and other operational costs. The net decrease is due mainly to reduced requirements for furniture and equipment, partly offset by additional requirements for other operational costs.

15.48 During the biennium 2010-2011, expected extrabudgetary resources amounting to $188,668,200, reflecting an increase of $22,589,500, would provide for 46 posts (35 in the Professional and higher category and 11 General Service and Local level), as reflected in table 15.16, and non-post resources to support the implementation of all five focus areas of the medium-term strategic and institutional plan at the country level through technical assistance, capacity-building and implementation of demonstration projects in close cooperation with the United Nations country teams and the UN-Habitat programme managers to contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations development assistance frameworks, poverty reduction strategy papers and other national development policy documents.

Subprogramme 4
Human settlements financing

Resource requirements (before recosting): $2,536,900

15.49 The responsibility of this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. The approach is to leverage existing local and international investments in those sectors, together with existing community savings, so as to attract private sector capital at a far greater scale of investment. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division will take the lead on the focus areas on environmentally sound basic urban infrastructure and services and on strengthening human settlements finance systems as the principal areas of work and relate them to all the other focus areas.

15.50 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 12 of the strategic framework for the period 2010-2011.

Table 15.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve access to finance and institutional arrangements for housing and basic infrastructure and services, mainly water and sanitation, particularly for the urban poor, through innovative financing mechanisms and improved institutional capacity to leverage the contributions of communities, local authorities, the private sector, government and international financial institutions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened human settlements finance systems, including institutional arrangements for the United Nations Habitat and Human Settlements Foundation to effectively assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) (i) Increased number of countries making increased budgetary allocations for pro-poor urban infrastructure, basic services and housing development, including transfers and other forms of support to local authorities and, in selected places, experimental reimbursable seeding operations and other innovative financial mechanisms *Performance measures* 2006-2007: not applicable Estimate 2008-2009: 6 countries Target 2010-2011: 12 countries (ii) Increased number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the innovative financial mechanisms and experimental activities *Performance measures* 2006-2007: 2 operational procedures and guidelines Estimate 2008-2009: 6 operational procedures and guidelines Target 2010-2011: 12 operational procedures and guidelines
(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	(b) (i) Increased number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure *Performance measures* 2006-2007: 15 countries

	Estimate 2008-2009: 20 countries Target 2010-2011: 25 countries (ii) Increased number of financial instruments and bankable projects designed, packaged and effectively applied *Performance measures* 2006-2007: 6 financial instruments and bankable projects Estimate 2008-2009: 9 financial instruments and bankable projects Target 2010-2011: 12 financial instruments and bankable projects (iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level *Performance measures* 2006-2007: $40 million Estimate 2008-2009: $200 million Target 2010-2011: $220 million (iv) Increased number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure *Performance measures* 2006-2007: 5 countries Estimate 2008-2009: 10 countries Target 2010-2011: 15 countries
(c) Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns	**(c) (i) Increased number of countries and cities adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups for implementing policies, strategies and programmes designed to increase the**

provision of and sustainable access to safe drinking water, basic sanitation and related infrastructure

Performance measures

2006-2007: 20 countries

Estimate 2008-2009: 25 countries

Target 2010-2011: 30 countries

(ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure

Performance measures

2006-2007: 30 urban centres

Estimate 2008-2009: 35 urban centres

Target 2010-2011: 40 urban centres

(iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport

Performance measures

2006-2007: 7 countries

Estimate 2008-2009: 10 countries

Target 2010-2011: 13 countries

(iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating

Performance measures

2006-2007: not applicable

Estimate 2008-2009: 10 countries

Target 2010-2011: 15 countries

(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(d) (i) Increased number of partnerships established to enhance investment allocations for improving human settlements *Performance measures* 2006-2007: 2 partnerships Estimate 2008-2009: 5 partnerships Target 2010-2011: 20 partnerships (ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships *Performance measures* 2006-2007: zero Estimate 2008-2009: $50 million Target 2010-2011: $100 million

External factors

15.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be continued financial commitment and support from international and regional development banks, bilateral development cooperation agencies and international donor facilities to strengthen the Foundation; (b) there will be support among Member States and domestic financial institutions at the country level to develop financial mechanisms for mobilizing domestic capital for slum upgrading; and (c) there will be political will to overcome institutional barriers and identify modalities for effective partnerships that result in financial commitments for both shelter and local-level infrastructure, especially for water and sanitation, in order to make a serious impact on the very large deficit in such provisions, which is holding back economic growth in developing countries.

Outputs

15.52 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) Parliamentary documentation: report to the Commission on Sustainable Development (eighteenth and nineteenth sessions) on the theme of urban transport and sustainable consumption and production patterns, including organization of one side event on the same theme (1); documentation for the World Urban Forum 2010 (2); documentation for the twenty-third session of the Governing Council of UN-Habitat, in 2011 (1);

(ii) Ad hoc expert groups: annual African Water Week series of the African Ministers' Council on Water (2); annual Global Water Operators' Partnership Alliance convention (2); annual planning and review meeting of chief technical advisers in Latin American and Caribbean countries (2); annual planning and review meeting with the Asian

Development Bank and the Inter-American Development Bank (2); annual planning and review meeting with the African Development Bank (2); the Asia-Pacific Ministerial Conference on Housing and Urban Development (with specific reference to the working group on water and sanitation) (2); biannual Slum Upgrading Facility consultative board meeting (4); biannual Water for African Cities programme meeting of city managers and national programme officers (4); expert group meeting on energy and transport (1); expert group meeting on enhancing slum electrification with innovative financing mechanisms through local electrical utilities in sub-Saharan African countries (1); expert group meeting on innovative mechanism for financing slum upgrading (4); expert group meeting on utilizing innovative non-motorized transport technologies in integrated municipal solid waste management programmes in Asia, Latin America and sub-Saharan Africa (1); expert group meeting related to the Asia-Pacific Water Summit: water museum (1); expert group meeting on innovative shelter finance mechanisms (2); ministerial meeting on the Lake Victoria Region Water and Sanitation Initiative and the Water for African Cities programme (2); meeting of the South-East Asia Ministers of Education Organization (6);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: State of Water and Sanitation in the World's Cities (third edition) (1); United Nations Habitat and Human Settlements Foundation annual report (2);

(ii) Non-recurrent publications: Water and Sanitation Trust Fund annual monitoring report (2); compilation of best practices in enhancing energy access for the urban poor residing in informal settlements in developing countries (1); Lake Victoria Region Water and Sanitation Initiative manual on best practices in enhancing water sector reform at the local level (1); manual for business/investment planning for water and sanitation utilities in Africa (1); publication on programmes in Asia and Latin America and the Caribbean (12); publication on the Mekong Water and Sanitation Initiative (6); publication on selected themes and development of manuals and toolkits on water and sanitation for Africa (4); regional documentation on innovative financial mechanisms for local authorities and utilities to enable access to basic infrastructure for the poor (4);

(iii) Exhibits, guided tours, lectures: exhibition material for Governing Council meeting (5); exhibition material for World Urban Forum (1); exhibition material for World Water Week in Stockholm (1);

(iv) Booklets, fact sheets, wallcharts, information kits: booklets, pamphlets and fact sheets on programmes in Asia and Latin America and the Caribbean (4); booklets, pamphlets and fact sheets on the Water for African Cities programme in Africa (22); experimental reimbursable seeding operations project fact sheets and brochures (12); newsletter on housing finance, experimental reimbursable seeding operations and other innovative mechanisms (8); quarterly newsletter on water and sanitation (8);

(v) Technical material: training materials on operationalizing national water sector reforms at the town level in countries participating in the Lake Victoria Region Water and Sanitation Initiative (1); technical documents and evaluations on experimental reimbursable seeding operations (12); financing instruments for water and sanitation utilities to enhance their access to credit (2); operational procedures, guidelines and manuals for experimental reimbursable seeding operations (2); technical material on water for cities in Asian, Latin American and Caribbean countries (2); technical material on the Water for African Cities programme in Africa (2); training modules on the Mekong region and Latin American and Caribbean countries (5); training modules

on selected themes for the roll-out of the Lake Victoria Region Water and Sanitation Initiative training programme (5);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services for participating countries of the Lake Victoria Water and Sanitation Initiative on operationalizing their water sector reforms at the town level (3 instances); advisory services for domestic utilities and local governments on financial management related to infrastructure provision (5 instances); advisory services for Member States on shelter finance policy (4 instances); advisory services for the East African Community and the Lake Victoria Region Water and Sanitation Initiative participating countries on replicating the Lake Victoria model (5 instances); backstopping projects for which credit enhancement has been granted (5); pre-investment support for African countries to facilitate access to investment sources (6 instances); pre-investment support for the Asian Development Bank, the African Development Bank and the Inter-American Development Bank in participating countries on water and sanitation interventions funded under the Water and Sanitation Trust Fund (6 instances); pre-investment support to Lake Victoria Region Water and Sanitation Initiative countries for further upscaling of the Initiative (5 instances); pre-investment technical cooperation support in Asian and Latin American and Caribbean countries on water and sanitation interventions (10 instances); technical assistance for Member States on community-based finance and cooperative initiatives (2 instances);

(ii) Training courses, seminars and workshops: capacity-building workshops and seminars for water operator partnerships (average of 40 participants) (2); regional water and sanitation training and capacity-building activities in participating African countries (10); regional workshop on developing pro-poor human settlement finance strategies and policies (4); regional workshop on enhancing municipal and utility financial management and infrastructure investments (4); regional workshop on needs and opportunities for the Slum Upgrading Facility and experimental reimbursable seeding operations (4); training courses, seminars and workshops in Lake Victoria Region Water and Sanitation Initiative participating countries on operationalizing national water sector reforms (3); training courses, seminars and workshops in Asian and Latin American and Caribbean countries (4); training seminar on promoting high-volume, high-capacity public transport services (bus, rapid transit, light rail) in East African municipalities for reduced greenhouse gas emissions and improved climate indicators (1); workshop on community-based cooperative initiatives (1);

(iii) Field projects: application of experimental reimbursable seeding operations and other innovative financial mechanisms for low-income shelter finance (12); capacity-building for field projects in community-based finance and cooperative initiatives (4); completion of phase I of the Lake Victoria Region Water and Sanitation Initiative (5); cooperation with domestic actors to enable slum upgrading investments for the poor (10); credit enhancement fund for upscaling pilot projects in five countries (5); field projects in Asia and Latin America and the Caribbean (10); selected pilot projects to facilitate further replication of the Lake Victoria Region Water and Sanitation Initiative model (5); technical advisory services for participating countries of the Water for African Cities project on improving access to water and sanitation for the poor (10).

Table 15.18 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	2 285.0	2 329.7	9	9
Non-post	216.6	207.2	—	—
Subtotal	**2 501.6**	**2 536.9**	**9**	**9**
Extrabudgetary	59 716.8	50 996.6	20	21
Total	**62 218.4**	**53 533.5**	**29**	**30**

15.53 The amount of $2,329,700 for posts, reflecting an increase of $44,700, would provide for the continuation of nine posts (7 in the Professional and higher category and 2 Local level), as reflected in table 15.18. The increase is due to the proposed reclassification of one Human Settlements Officer post from the P-4 to the P-5 level as Chief of Water and Sanitation, Section 2 (Asia and the Pacific and Latin America and the Caribbean), in order to strengthen programme delivery in the areas of drinking water, sanitation and waste management. The incumbent would be responsible for planning and overseeing operations in Asian and Latin American countries related to implementation of the work programmes. The amount of $207,200, reflecting a decrease of $9,400, in non-post resources would provide primarily for travel of staff, general operating expenses and other operational requirements. The decrease is due mainly to the reduced requirements for furniture and equipment.

15.54 During the biennium 2010-2011, expected extrabudgetary resources amounting to $50,996,600, would provide for 21 posts (13 in the Professional and higher category and 8 Local level), as reflected in table 15.18, and non-post resources earmarked mostly for field activities. The amount reflects a decrease of $8,720,200 from the estimates for 2008-2009, due mainly to a reduction in project activities, slightly offset by the cost of one additional post. The extrabudgetary resources would support the implementation of the focus areas of the medium-term strategic and institutional plan on environmentally sound basic infrastructure and strengthening human settlements financing, which would involve working closely with partners to develop and apply innovative financial mechanisms for mobilizing resources for affordable and pro-poor housing and related environmentally sound infrastructure and services and to implement the innovative four-year pilot programme on experimental reimbursable seeding operations for low-income housing and infrastructure, as well as supporting the work on the Water for African Cities programme, with a special focus on the Lake Victoria Region Water and Sanitation Initiative.

D. Programme support

Resource requirements (before recosting): $344,400

15.55 The implementation of the programme of work will be supported through a number of services, including human resources planning, financial management and programme planning and coordination. Programme support services are provided by the Programme Support Division, programme management officers in the regional offices of UN-Habitat and the Division of Administrative Services of the United Nations Office at Nairobi.

Table 15.19 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	338.6	338.6	1	1
Non-post	—	5.8	—	—
Subtotal	**338.6**	**344.4**	**1**	**1**
Extrabudgetary	12 666.9	18 908.8	49	59
Total	**13 005.5**	**19 253.2**	**50**	**60**

15.56 The amount of $338,600 for post resources would provide for the continuation of one post at the P-4 level, as reflected in table 15.19. The new requirements of $5,800 for non-post resources would provide for general operating expenses and other operational requirements.

15.57 During the biennium 2010-2011, expected extrabudgetary resources amounting to $18,908,800 would provide for 59 posts (27 in the Professional and higher category and 32 Local level), as reflected in table 15.19, and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. The amount reflects an increase of $6,241,900 from the estimate for 2008-2009, mainly to strengthen the capacity of the organization in the following areas: improving administrative efficiency, accountability and good governance and supporting the effective implementation in programmes and field projects of the enterprise resource planning system in support of the focus area on excellence in management.

Table 15.20 **Summary of follow-up action taken to implement the relevant recommendations of oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/62/7 and Corr.1)	
The Committee emphasized the importance of disseminating publications and other materials by providing versions in other languages, with a view, inter alia, to addressing the needs of intended audiences. It looked forward to considering the progress made in this respect in the context of its review of the proposed programme budget for the biennium 2010-2011 (para. IV.42).	An effort has been made to increase the publications and other materials issued in languages other than English, taking into consideration the targeted audience as well as the availability of resources. For example, the *Global Report on Human Settlements 2007* and *State of the World's Cities 2008/2009* have both been translated into Arabic. *State of the World's Cities 2008/2009* has also been translated into Chinese. Efforts are under way to secure additional financial resources for translating both reports into French, Russian and Spanish.

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/63/5/Add.8, chap. II)	
The Board had recommended that the Administration coordinate with the United Nations Office at Nairobi to review the receivables due and request prompt payment from UNDP (para. 15).	Implemented. UN-Habitat recovered the full amount of the receivables from UNDP in January 2008.
The Board had recommended that UN-Habitat set up specific funding for end-of-service and after-service health insurance liabilities (para. 45).	Accepted. The General Assembly, by its resolution 61/264, decided to revert to the question of the funding for after-service health insurance for the United Nations at its sixty-third session. The Secretary-General's report on the proposed funding strategy for the United Nations is under preparation for submission to the Assembly. It is the intention of UN-Habitat to take appropriate action on the funding of its after-service health insurance liabilities, consistent with decisions to be made by the Assembly in respect of funding those liabilities for the United Nations.
The Board had recommended that UN-Habitat comply with the applicable regulation relative to consultants and service contracts (para. 78).	Implemented. UN-Habitat has examined several possible legal options and has established a new contractual agreement covering its operations in Afghanistan, a post-conflict environment, to address the concerns raised by the Board.
Office of Internal Oversight Services	
In order to ensure sound financial and budget management in future technical cooperation projects, UN-Habitat should, in consultation with the United Nations Office at Nairobi, develop a procedures manual for financial and budgetary control of projects which outlines the respective responsibilities of UN-Habitat and the United Nations Office at Nairobi (AA2000/250/01[a]).	Implemented. A draft operations manual was shared with the Office of Internal Oversight Services (OIOS), which closed the recommendation in February 2009.
To ensure that consultative boards are created only when required and to assist UN-Habitat divisions in establishing and operating consultative boards in a uniform manner, UN-Habitat should create policies and procedures dealing with when a consultative board is required, formulating the goals and objectives, how to establish them, criteria for	Implemented. UN-Habitat has developed a policy on consultative boards. The policy was shared with OIOS, which closed the recommendation in February 2009.

Brief description of the recommendation	*Action taken to implement the recommendation*
membership, arrangements for funding, terms of reference explaining the linkage with the UN-Habitat secretariat and rules of operations (AA2005/250/01[a]).	
To provide strategic direction to its operations in Afghanistan, UN-Habitat should prepare a strategy and policy document covering its long-term goals in Afghanistan, which should be approved by the Director of the Regional Office and the Regional and Technical Cooperation Division, which should serve as a basis for measuring the effectiveness of operations and as a starting point for establishing appropriate managerial and administrative arrangements.	Implementation is in progress. A draft strategic plan was in the process of being prepared in the third quarter of 2008. However, changes in the security situation have forced the scaling down and suspension of operations in four provinces, which will necessitate that the strategic plan be revisited. This necessitated changes in operational modalities and the redesign of the programme. In order to address staff security, "enhanced mobility measures" were prepared and submitted to the Special Representative of the Secretary-General for clearance. It is envisaged that the revised strategic plan will be completed in June 2009.
To ensure accountability, UN-Habitat should establish arrangements for the establishment, monitoring and oversight of the delegation of authority and corresponding resources, which should be used as a reference in determining the appropriate level of delegation of authority for Afghanistan.	UN-Habitat is currently reviewing its delegation of authority systems and practices as part of its medium-term strategic and institutional plan. Procedures detailing the arrangements for the establishment, monitoring and oversight of delegation of authority and corresponding resources are being developed to support such review. Implementation is expected by June 2009.
To ensure compliance with the regulation and rules of the United Nations and the delegation of authority, UN-Habitat in Afghanistan should document and compile the local policies and procedures in place in Afghanistan and ensure that they are in line with those regulations and rules and within delegated authority. UN-Habitat should also consider to what extent those compiled practices could be included in the field manual and whether UN-Habitat in Afghanistan could assist in testing and developing the manual.	Implemented. To ensure compliance with United Nations regulation and rules and delegation of authority, UN-Habitat has compiled various procedures in the Procedures Manual for Financial and Budgetary Control of Projects. The new manual, to be followed by all field offices, including in Afghanistan, replaces all local existing policies and procedures. The recommendation was closed by OIOS in February 2009.
To enhance accountability arrangements for the Afghanistan operation, UN-Habitat should clarify the respective roles and responsibilities of the Regional Office for Asia and the Pacific and the United Nations Office at Nairobi for service delivery to its Afghanistan operation.	The respective roles and responsibilities have been clarified. The recommendation was closed by OIOS in February 2009.

Brief description of the recommendation	*Action taken to implement the recommendation*
To ensure the appropriate use of project resources, UN-Habitat should suspend the use of the existing Umbrella Project for Afghanistan. UN-Habitat and the United Nations Office at Nairobi should review and reconcile drawdowns and expenditure of the Umbrella Project account and, where necessary, prepare corrected financial statements for affected Afghanistan projects. On the completion of this exercise, if it is found that the financial record to the donors has been inadequately reported, UN-Habitat should enter into a discussion with affected donors on the use of the funds.	Implementation is in progress. UN-Habitat plans to recruit an independent consultant to undertake the review. Implementation is expected by June 2009.
To ensure proper accounting for and treatment of common resources used in more than one project, UN-Habitat should draw up guidelines for the accounting and treatment of common resources as part of its ongoing work in developing an operational manual for field activities.	Implementation is in progress. Guidelines for accounting and treatment of common resources used in more than one project are being prepared. Full implementation is expected by the end of June 2009.
To ensure the appropriate use of project resources, UN-Habitat should provide clarification to the relevant donors and either return $124,000 to affected donors or obtain agreement on its use.	Implementation is in progress. Donors with substantial residual balances have been informed. The matter will be discussed with the main donors during the upcoming mission of the Regional Office for Asia and the Pacific to Afghanistan in February 2009 to reach an agreement. Resolution is expected by the end of June 2009.
To ensure that it is clear when and under what circumstances imprest accounts should be established and used in field operations in conjunction with other alternatives, such as direct payment from Headquarters, UN-Habitat should develop a guideline for establishing, monitoring and reviewing imprest accounts.	Implemented. Guidelines for establishing, monitoring and reviewing imprest accounts have been developed. The recommendation was closed by OIOS in February 2009.
To ensure efficient operations in Afghanistan, UN-Habitat and the United Nations Office at Nairobi should work together within a clear time frame to agree on the most appropriate arrangement for recruitment, administration and performance monitoring and related delegation of authority for the use of consultants in Afghanistan and seek clearance from the Office of Human Resources Management as needed.	Implemented. UN-Habitat in Afghanistan is currently outsourcing all local human resources services. It has contracted the United Nations Office for Project Services to issue individual contractor agreements to core staff based in Kabul and is now in the process of contracting another third party to provide human resources services in other locations in Afghanistan. The recommendation was closed by OIOS in February 2009.

Brief description of the recommendation	*Action taken to implement the recommendation*
To ensure that it does not impose an undue financial burden on staff members, UN-Habitat in Afghanistan should establish criteria to decide when travel advances could be made.	Implemented. "Travel advance" is now an option offered to all staff serving with UN-Habitat in Afghanistan. The recommendation was closed by OIOS in February 2009.
To enhance the effectiveness of its information technology (IT) environment, UN-Habitat should renew its effort to recruit an IT manager for Afghanistan and at the same time seek assistance from the United Nations Office at Nairobi in obtaining expert help in identifying IT needs and requirements, including the replacement of software applications.	Implemented. UN-Habitat in Afghanistan has recruited an IT manager, who also assesses IT requirements and other tasks with a view to upgrading and strengthening IT systems and practices in Afghanistan. The recommendation was closed by OIOS in February 2009.
To enhance the effectiveness of the Local Committee on Contracts in Afghanistan, UN-Habitat in Afghanistan should produce terms of reference for the operation of the Committee and ensure that it exercises its functions as intended in the United Nations Procurement Manual, which should include clarifying the threshold of the Committee, the proper training of its members and maintaining adequate documentation on meetings.	Implemented. UN-Habitat has developed a policy on community contracts and a model community agreement. The recommendation was closed by OIOS in February 2009.
To enhance the efficiency of procurement for its most significant and recurring purchase categories such as fuel, car rental, telephone card and money supplier services, UN-Habitat in Afghanistan should create a procurement plan with due consideration of available options and strategies for procurement.	Implemented. A procurement plan is in place for the most significant and recurring purchase categories. The recommendation was closed by OIOS in February 2009.
To further enhance the effectiveness of community contracts as a project implementation tool, UN-Habitat should establish a definition of a community contract and clarify the corresponding policies for its use (AA2007/250/04[a]).	Implemented. UN-Habitat has developed a policy on community contracts and a model community agreement. The recommendation was closed by OIOS in February 2009.
The UN-Habitat administration should clarify the roles and responsibilities of programme management officers.	Implemented. In June 2008, as part of the exercises for the implementation of the medium-term strategic and institutional plan human resources focus area activities, UN-Habitat reviewed and updated the roles and responsibilities of programme management officers. The recommendation was closed by OIOS in February 2009.

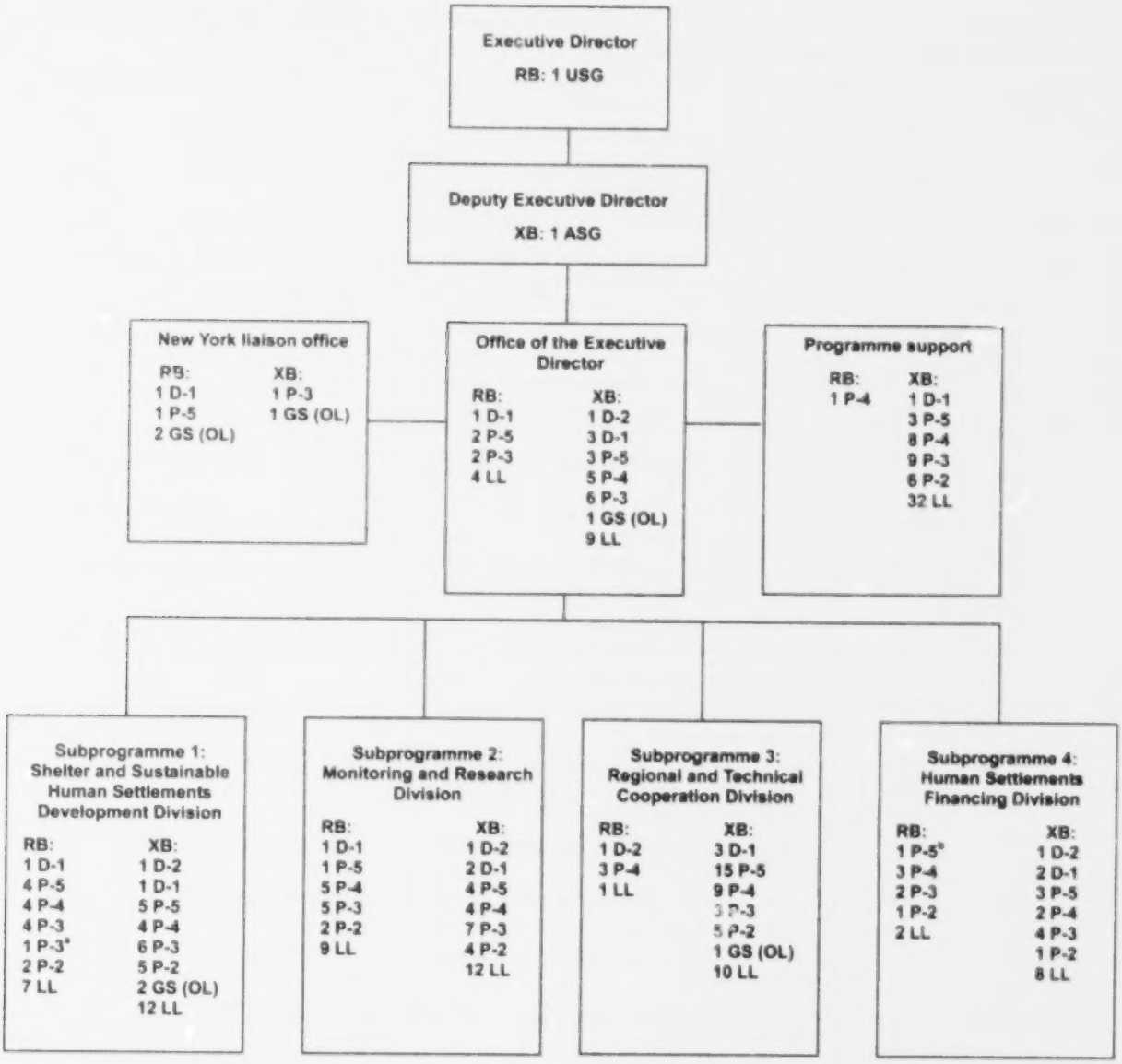
Brief description of the recommendation	*Action taken to implement the recommendation*
The UN-Habitat administration should establish mechanisms for identifying and collecting information required to determine whether the benchmarks in the service-level agreement are being met or need to be adjusted.	Implementation is in progress. UN-Habitat, in conjunction with UNEP and the United Nations Office at Nairobi, is currently reviewing the service-level agreements with the United Nations Office at Nairobi and working on ways of monitoring their performance.
The UN-Habitat administration should undertake an exercise to identify the training needs of the Programme Support Division and the resources required to implement an annual training plan to ensure that required professional knowledge is maintained over time.	Implementation is in progress. Training plans for the Division are being looked at as part of the recommendation from the Board of Auditors and the medium-term strategic and institutional plan requirements for training plans for all UN-Habitat staff.
The UN-Habitat administration should establish a mechanism for monitoring and overseeing regional and field office compliance with financial policies and procedures. This should include instructions to regional and field offices not to create local procedures without consultation with the Programme Support Division; arrangements to ensure that those offices have access to updated copies of relevant rules; and a regular programme of site visits to review compliance and identify issues.	Implemented. UN-Habitat has established a policy for the creation, dissemination and monitoring of compliance and oversight of regional and field office policies and procedures. The recommendation was closed by OIOS in February 2009.
The Programme Support Division should develop a plan to track and monitor its performance.	Implementation is in progress. The Division will develop a plan to track and monitor its performance.
The UN-Habitat administration should establish procedures to ensure the timely recording of contributions, the issuance of receipts and the allocation of contributions.	Implementation is in progress. UN-Habitat will develop procedures to ensure the timely recording of contributions, the issuance of receipts and the allocation of contributions.
The UN-Habitat administration should develop guidelines on how to establish a financial reserve to ensure the financial liquidity and integrity of the United Nations Habitat and Human Settlements Foundation to compensate for uneven cash flows and to meet such other similar requirements as may be decided upon from time to time by the Governing Council.	Implementation is in progress. UN-Habitat will develop guidelines on how to establish a financial reserve.
The UN-Habitat administration should identify, establish and document the United Nations rules it is exempt from; for each of those rules, it should determine whether it still requires an exemption and, for those where an exemption is needed, it should document which aspects of the	Implementation is in progress. UN-Habitat is exempt from the United Nations rules governing the operation of trust funds; see ST/SGB/188 (Establishment and management of trust funds), ST/AI/284 (General trust funds), ST/AI/285 (Technical cooperation trust

Brief description of the recommendation	*Action taken to implement the recommendation*
rules are to be followed and what action is required for those parts it is not following.	funds) and ST/AI/286 (Programme support accounts). UN-Habitat is currently assessing whether there is a need to change its current practice of complying with those rules rather than establishing its own.
The UN-Habitat administration should establish a mechanism to validate the completeness and the accuracy of programme support cost income.	Implementation is in progress. UN-Habitat will develop a mechanism that will be used to validate the completeness and the accuracy of programme support cost income.
The UN-Habitat administration should clarify when and under what circumstances a financial reserve should be created in accordance with ST/AI/285 to reduce the risk of financial liabilities arising out of the final expenditures when closing a trust fund (this should form part of the review of applicable United Nations regulations and rules recommended in the audit subject area "policies and procedures") (AA2007/250/01[a]).	Implementation is in progress. UN-Habitat will clarify when and under what circumstances a financial reserve should be created in accordance with ST/AI/285.

[a] Issued to programme managers.

United Nations Human Settlements Programme

Organizational structure and post distribution for the biennium 2010-2011



Abbreviations: RB, regular budget; GS, General Service; OL, Other level; LL, Local level; XB, extrabudgetary.

[a] New post.

[b] Reclassification.

Annex

Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011

	Output title	*Quantity*	*Reason for discontinuation*
Shelter and sustainable human settlements development			
A/62/6, para. 15.33 (a) (i)	Twenty-second session of the Governing Council of UN-Habitat, 2009	1	Scheduled for completion
	Fourth session of the World Urban Forum, 2008	1	Completed
	Intergovernmental and expert meetings of the United Nations Advisory Committee of Local Authorities	1	Scheduled for completion
15.33 (a) (iii)	Meetings of the Advisory Group on Forced Evictions	2	Scheduled for completion
	Assistance on land administration to intergovernmental bodies and/or United Nations representatives, including the World Bank	2	Scheduled for completion
	Expert group meetings/seminars on effective enabling shelter strategies, including cooperative housing, and the progressive realization of the human right to adequate housing, including review of the implementation of housing rights monitoring through indicators	2	Scheduled for completion
	Steering Group of the Global Campaign for Sustainable Urbanization	2	Scheduled for completion
	Electronic governance, planning, civil society involvement, localizing Millennium Development Goals	3	Scheduled for completion
	Ad hoc expert group meeting on training and capacity-building tools for housing the urban poor	1	Scheduled for completion
	International stakeholders meetings on crime prevention with focus on youth at risk and on urban safety policies	2	Scheduled for completion
	Expert Advisory Group on Decentralization (2008-2009)	1	Completed
	Meetings to develop the Enhanced Normative and Operational Framework	2	Scheduled for completion
	Regional expert group meetings focusing on bridging the gap between demand and supply in education for sustainable urbanization	4	Scheduled for completion
	Meetings of the United Nations Advisory Committee of Local Authorities	4	Scheduled for completion
	Meeting on the New Partnership for Africa's Development (NEPAD)	1	Completed
Carried forward	Asia-Pacific Integrated Sustainable Waste Management expert group meeting	1	Scheduled for completion
Added by discretion	Expert group meeting reviewing studies on urban crime and violence in Asia	1	Completed
15.33 (a) (iv)	Provision of support to the African Union	1	Scheduled for completion
	Support to the Africa Ministerial Conference on Water Activities	3	Scheduled for completion
Added by legislation	Participation in the Inter-Agency Standing Committee working groups	4	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Inter-Agency Standing Committee principals meeting	3	Completed
A/60/6, para. 15.25 (b) (i)	*Water for Cities* quarterly newsletter	3	Scheduled for completion
A/62/16, para. 15.33 (b) (ii)	Series on cost-effective building materials and technology	2	Scheduled for completion
	Comparative studies on land tenure and land management	2	Scheduled for completion
	Report on the progressive realization of the human right to adequate housing (based on housing rights indicators)	1	Scheduled for completion
	Updated compilations of national housing rights legislation	1	Scheduled for completion
	Updated compilations of case law and adjudication on housing rights	1	Scheduled for completion
	Report on the progress in the realization of housing rights of vulnerable and disadvantaged groups	1	Scheduled for completion
	Regional thematic reports on urban governance	1	Scheduled for completion
	Regional thematic reports on urban environmental issues	1	Completed
	Review of the Lake Victoria City development strategies process and lessons learned	1	Scheduled for completion
	The state of urbanization in the Lake Victoria region	1	Scheduled for completion
	Municipal responses to HIV/AIDS in the Lake Victoria region	1	Scheduled for completion
	Publication on harmonization of planning by-laws in sustainable urbanization	1	Scheduled for completion
	Report on NEPAD	1	Scheduled for completion
	Update of NEPAD cities programme report	1	Scheduled for completion
	Report on the state of decentralization and local democracy	1	Scheduled for completion
A/60/6, para. 15.25 (b) (ii)	Regional thematic reports on urban environmental issues (3)	1	Scheduled for completion
	Regional crime prevention papers (Asia, Africa, Latin America and the Caribbean)	2	Scheduled for completion
	Regional thematic reports on urban environmental issues (3)	1	Scheduled for completion
	Regional thematic reports on urban environmental issues	1	Completed
A/60/6, para. 15.25 (b) (iv)	Tools for improved urban environmental planning management	1	Completed
Added by discretion	Handbook on policing public urban spaces	1	Scheduled for completion
	Handbook/tool on the role of sports in violence and crime prevention	1	Scheduled for completion
	Study on safety and poverty in Asia	1	Scheduled for completion
	Global baseline study on women's safety practices	1	Scheduled for completion
	What Is Safety? publication on the safety process for Eastern Europe	1	Scheduled for completion
	Regional strategies on urban safety	3	Scheduled for completion
	Using planning to combat violence against women	1	Scheduled for completion

	Output title	Quantity	Reason for discontinuation
	Concept notes on safer planning, urban governance, slum-upgrading, combating violence against women in cities, migration	5	Scheduled for completion
	Background paper on Youth for Durban Conference	1	Completed
	Age-related issues in regard to land tools: a global overview of the issues within an international human rights framework	1	Completed
	How to develop a pro-poo: land policy: process, guide and lessons	1	Completed
	Improving slum conditions through innovative financing: report from International Federation of Surveyors/ UN-Habitat Stockholm Workshop on Women	1	Completed
	Land registration in Ethiopia: early impacts on women — summary report	1	Completed
	How to establish an effective land sector	1	Completed
Added by legislation	Annotated bibliography on cooperative housing (with International Cooperative Alliance Housing)	1	Completed
	Comment élaborer une politique foncière pro-pauvres: processus, guide et leçons	1	Completed
	Como desarrollar una politica del suelo a favor de los pobres: proceso, guia y lecciones	1	Completed
	Guia para legisladores sobre los derechos de la mujer al suelo, propiedad y vivienda en todo el mundo	1	Completed
	Derechos seguros al suelo para todos	1	Completed
A/62/6, para. 15.33 (b) (iii)	Information materials, booklets, fact sheets, wallcharts and information kits on the global campaign for sustainable urbanization	2	Scheduled for completion
	Disaster Management Programme Newsletter	2	Scheduled for completion
	Information material on land tenure and land management	4	Scheduled for completion
	Safer Cities Newsletter	2	Scheduled for completion
	Urban Environment Newsletter	4	Scheduled for completion
	Water For Cities quarterly newsletter	8	Not started
15.33 (b) (iv)	Tools/guidelines/policy documents for integrating sustainable urban development issues into national development plans and poverty reduction strategies on enhancing urban governance	2	Scheduled for completion
	Tools/guidelines/policy documents on urban crime prevention	4	Scheduled for completion
	Tools/guidelines/policy documents on localizing global environment topics jointly by UN-Habitat and the United Nations Environment Programme (UNEP)	2	Scheduled for completion
	Guidelines on profiling of training and capacity-building institutions	1	Scheduled for completion
	Training materials on land governance	1	Scheduled for completion
	Municipal youth toolkit	1	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Adaptation and online administration of UN-Habitat training tools into distance learning courses	2	Scheduled for completion
	Tools/guidelines for housing policy formulation	1	Scheduled for completion
	Tools/guidelines for planning for slum prevention	1	Scheduled for completion
	Financial toolkit at the city level for the Lake Victoria Programme	1	Scheduled for completion
	Compendium training and capacity-building institutions focusing on human settlements, local government and sustainable urbanization issues	1	Scheduled for completion
	Distance learning package on sustainable urbanization designed to support certification programmes for urban planners	1	Scheduled for completion
	Tools/guidelines and policy documents on land	2	Scheduled for completion
	Training materials on sustainable urban development	1	Scheduled for completion
	Trainer's companion tool for local economic development training	1	Scheduled for completion
	Tools for implementation of the Guidelines on Decentralization	2	Scheduled for completion
15.33 (b) (v)	Video on the Lake Victoria Programme	1	Scheduled for completion
A/60/6, para. 15.25 (b) (iv)	Best practices on decentralization	1	Scheduled for completion
	Tools for improved urban environmental planning management	1	Completed
		1	Scheduled for completion
	Tool/guidelines/policy documents on sustainable settlements rehabilitation, reconstruction, vulnerability reduction and disaster preparedness toolkit	1	Scheduled for completion
	Youth training module on safer cities developed and tested in Africa, Latin America and Asia	1	Scheduled for completion
Added by discretion	Tools/guidelines/policy documents on sustainable settlement rehabilitation and disaster risk reduction	2	Scheduled for completion
A/62/6, para. 15.33 (c) (i)	Improving enabling shelter strategies	4	Scheduled for completion
	Promoting realization of housing rights (regional dialogues)	4	Scheduled for completion
	Promoting use of most effective building materials and technologies	4	Scheduled for completion
	Promoting improved security of tenure and upgrading of slums in cities, focusing on the establishment of policy instruments, institutional arrangements and concrete improvements in selected settlements	10	Scheduled for completion
	Advocacy activities at regional and global levels	2	Scheduled for completion
	Technical assistance, emergency support and project formulation missions to disaster-hit and/or disaster-prone countries in line with the approved strategy	10	Scheduled for completion
	UN-Habitat/UNEP joint work programme on the urban environment	2	Scheduled for completion
	UN-Habitat/UNEP joint long-term framework on the urban environment	1	Completed

	Output title	*Quantity*	*Reason for discontinuation*
	Support to national training and capacity-building institutions in tracking training impact on performance	3	Scheduled for completion
	Support to national training and capacity-building institutions in mainstreaming gender into training and capacity-building efforts	3	Scheduled for completion
	Support to national training and capacity-building institutions in local governance training	3	Scheduled for completion
	Advisory services to develop a capacity-building strategy for urban planning and design	2	Scheduled for completion
	Advisory services to develop a regional training and capacity-building strategy for Latin America	2	Scheduled for completion
	Advisory services to partners and local governments on local crime prevention and safety	10	Completed
	Advisory services of Advisory Group on Forced Evictions	8	Scheduled for completion
	Assistance on land administration to intergovernmental bodies/or United Nations representatives, including World Bank	2	Scheduled for completion
	Support to integrating urbanization issues into national development plans and poverty reduction strategies	4	Scheduled for completion
	Support to national and international training and capacity-building institutions and programmes in training needs assessment and training impact evaluation	3	Completed
	Technical advisory activities and advocacy work on the implementation of the Guidelines on Decentralization	1	Scheduled for completion
	Support to United Cities and Local Governments	2	Scheduled for completion
15.33 (c) (ii)	Environmental planning management capacity-building workshops with national urban institutions for about 35 people per workshop	2	Scheduled for completion
	Training of safer cities coordinators and local government officials/partners on urban safety for about 18 people per workshop	4	Scheduled for completion
	Regional workshops on local government financial management for about 25 people per workshop	2	Completed
	Regional courses on land governance for about 30 people per workshop	2	Completed
	Training courses at the fourth session of the World Urban Forum for about 40 people per workshop	3	Completed
	Training and capacity-building in improved low-cost mobility options for developing-country cities for about 25 people per workshop	6	Scheduled for completion
	Training/meeting of partners on long-term urban environment programme by UN-Habitat/UNEP for up to 40 people	1	Completed
	Mainstreaming gender in municipal planning	2	Scheduled for completion
	Regional training workshops on the Lake Victoria programme	2	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Training/workshops on transparency and participatory planning	4	Scheduled for completion
	Regional courses on sustainable urban development	2	Completed
	Training in sustainable urban development for UN-Habitat programme managers	1	Completed
Added by discretion	Training/workshops on conducting women's safety audits	3	Scheduled for completion
	Training of trainers on urban safety in Asia	1	Scheduled for completion
15.33 (c) (iii)	Field projects with regional offices supporting crime prevention at the local and national levels	12	Scheduled for completion
	Execution, backstopping and evaluation of disaster management projects	15	Scheduled for completion
	Field projects supporting formulation of effective shelter strategies	4	Scheduled for completion
	City development strategy action plans for eight cities, including demonstration projects: Homa Bay, Bukoba, Kisumu, Entebbe, Kampala, Jinja, Mwanza and Musoma	8	Scheduled for completion
	Subtotal	**302**	
Monitoring the Habitat Agenda			
A/62/6, para. 15.38 (a) (i)	Twenty-second session of the Governing Council of UN-Habitat, 2009	1	Scheduled for completion
	Fourth session of the World Urban Forum, 2008	1	Completed
15.38 (a) (ii)	Documentation for the twenty-second session of the Governing Council	2	Scheduled for completion
	Documentation for the Commission on Sustainable Development (2008, 2009)	2	Scheduled for completion
	Report on Youth Forum at World Urban Forum IV	1	Completed
15.38 (a) (iii)	Annual Best Practices and Local Leadership Programme Steering Committee Meetings	2	Scheduled for completion
	Expert group meetings on lessons learned from best practices focusing on one or more of the five focus areas identified in the medium-term strategic and institutional plan	3	Scheduled for completion
	Expert group meeting on partnerships and alliances engaged in the monitoring and implementation of human settlements on one or more of the five focus areas identified in the medium-term strategic and institutional plan	1	Scheduled for completion
	Expert group meetings on country-level Millennium Development Goals monitoring and urban inequities	2	Scheduled for completion
	Annual Friends of Monitoring Systems Branch steering committee meeting	2	Scheduled for completion
	Assessment of global trends in gender mainstreaming and the participation of women in local governance at the fourth session of the World Urban Forum	2	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Meeting of the Advisory Board of the Global Research Network on Human Settlements on one or more of the five focus areas identified in the medium-term strategic and institutional Plan	2	Scheduled for completion
	Global trends in urban planning	1	Scheduled for completion
	Task force meetings on the implementation of sustainable partnerships	1	Scheduled for completion
	Monitoring slums using geo-spatial technology	1	Completed
15.38 (b) (ii)	Guidelines on best practice transfer	1	Scheduled for completion
	Global Dialogue on Human Settlements research papers	8	Scheduled for completion
	Abridged Edition of the Global Report on Human Settlements 2009	6	Scheduled for completion
	UN-Habitat lecture series	2	Scheduled for completion
	"Enhancing Urban-Rural Development Linkages in Eastern Africa"	1	Scheduled for completion
	Role of civil society in enhancing civic values	1	Scheduled for completion
	Private sector position paper	1	Scheduled for completion
	Slums of the world: trends review and update	2	Scheduled for completion
	Urban Inequities city profiles: cities and citizens series	5	Scheduled for completion
	Geographical Information Systems training manuals, revised guide	1	Terminated because of shortage of extrabudgetary funds
	Updated version of the urban information manual	2	Scheduled for completion
	Statistical Book on Human Settlements	1	Scheduled for completion
	Urban Indicators Programme Training Manual, revised guide	1	Scheduled for completion
	Publication on learning from best practices in water and sanitation — Lake Victoria region	1	Scheduled for completion
	Preliminary report on secure tenure profiles and intra-city analysis	1	Scheduled for completion
	Gender-disaggregated data on urban indicators, report for Africa	1	Completed
	Booklet on gender mainstreaming in human settlements for Habitat Agenda partners	1	Scheduled for completion
	State of children and youth in cities	1	Completed
	Casebook on lessons learned from best practices, good urban policies and enabling legislation	1	Completed
	Gender equality action plan 2008-2013	1	Scheduled for completion
	Guidelines for working with partners	1	Scheduled for completion
	Human settlements policy impact and knowledge management framework	1	Scheduled for completion
	Partner profiles	1	Scheduled for completion
	Policy paper on advocacy, monitoring and partnerships for sustainable urbanization	1	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Youth indicators	1	Completed
	Geographical Information Systems training manuals	1	Scheduled for completion
A/60/6, para. 15.30 (b) (ii)	Guide on low-cost housing for women	1	Scheduled for completion
	Training manual on setting up a youth information and resource centre	1	Completed
	New and innovative strategies for financing housing improvement in urban low-income areas	1	Scheduled for completion
Carried forward	Best Practice Guide on Gender and Human Settlements Development	1	Scheduled for completion
	Practitioners Handbook Series on Gender and Post Conflict Reconstruction	1	Scheduled for completion
	Practitioners Handbook on Gender and Governance	1	Scheduled for completion
	Awards and competitions for women-friendly cities and gender-responsive local governments	1	Completed
	2007 Gender and Rights-Responsive Sustainable Cities Award Competition	1	Completed
A/62/6, para. 15.38 (b) (iii)	Easily accessible partners' database	1	Scheduled for completion
15.38 (c) (i)	Support to strengthen local capacities to set up or enhance local monitoring systems	6	Scheduled for completion
	Support to countries and cities as part of the Global Sample of Cities (Urban Indicators Programme) on city-data collection and analysis	5	Scheduled for completion
	Support to selected Governments in Africa in mainstreaming gender in local governance	2	Scheduled for completion
	Support to selected cities on the use of Urbaninfo software	5	Scheduled for completion
	Support to selected Governments on mainstreaming gender in slum-upgrading programmes	2	Scheduled for completion
	Support to countries in the preparation of national census	4	Scheduled for completion
	Support for awards and competitions for women-friendly cities and gender-responsive Governments in Latin America and the Caribbean and Asia/Pacific regions	2	Completed
	Country and city baseline indicators for up to 10 countries including One UN pilot countries	10	Scheduled for completion
	Workshop for 30 people on concrete measures to enhance urban-rural development linkages	1	Scheduled for completion
	Regional workshops for 30 people on gender mainstreaming in municipal development in Southern Africa	2	Scheduled for completion
	Subtotal	**117**	
Regional and technical cooperation			
A/62/6, para. 15.42 (a) (i)	Twenty-second session of the Governing Council of UN-Habitat, 2009	1	Scheduled for completion
	Fourth session of the World Urban Forum, 2008	1	Completed

	Output title	*Quantity*	*Reason for discontinuation*
15.42 (a) (ii)	Twenty-second session of the Governing Council	1	Scheduled for completion
	Fourth World Urban Forum	1	Completed
15.42 (a) (iii)	Training on Rapid Urban Sector Profiling for Sustainability	3	Scheduled for completion
	Meeting of the African Ministerial Conference on Housing and Urban Development	1	Completed
	Annual meetings of Ministers of Housing and Urban Development of the Latin American and Caribbean Countries	1	Scheduled for completion
	Meetings on housing and urban development in Eastern Europe and countries with economies in transition	1	Scheduled for completion
	Annual meeting of the Asian and Pacific Ministerial Conference on Land, Housing and Urban Development	1	Scheduled for completion
A/60/6, para. 15.34 (a) (ii)	Meetings on housing and urban development in Eastern Europe and countries with economies in transition	2	Scheduled for completion
Added by legislation	The State of African Cities 2010	1	Scheduled for completion
A/62/6, para. 15.42 (b) (ii)	Regional *State of the World's Cities* reports	3	Scheduled for completion
	Rapid Urban Sector Profiling for Sustainability reports	10	Completed
	Best Practices bulletin	8	Scheduled for completion
A/60/6, para. 15.34 (b) (ii)	Housing finance for Eastern European and countries with economies in transition	1	Completed
A/62/6, para. 15.42 (c) (i)	Advisory missions on housing and urban development issues in Africa and the Arab States, Asia and the Pacific, Latin America and the Caribbean and Eastern Europe	25	Scheduled for completion
15.42 (c) (iii)	Field projects on urban governance and slum upgrading supported in collaboration with UNDP and the Cities Alliance in Africa and the Arab States, Asia and the Pacific and Latin America and the Caribbean	20	Scheduled for completion
	Slum upgrading, urban planning, post-conflict management and rehabilitation, governance, basic services, institutional development and capacity-building projects in the Arab States	12	Scheduled for completion
	Subtotal	**93**	
Human settlements financing			
A/62/6, para. 15.46 (a) (i)	Twenty-second session of the Governing Council of UN-Habitat, 2009	1	Scheduled for completion
	Fourth session of the World Urban Forum, 2008	1	Completed
15.46 (a) (iii)	Institutional framework and options for the Habitat Foundation	1	Scheduled for completion
	Annual meetings of Advisory Board of Development Programmes of the Habitat Foundation	2	Scheduled for completion
	Joint UN-Habitat and Private Infrastructure Development Group annual meeting on mobilizing domestic capital for basic services and related urban infrastructure	2	Scheduled for completion
	The fund-raising strategy for the Habitat Foundation	1	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Semi-annual Consultative Board meetings of the Slum Upgrading Facility	4	Scheduled for completion
	The role of international and regional financial institutions and international donor facilities in mobilizing domestic capital for slum upgrading	1	Scheduled for completion
	Peer exchange meetings on mechanisms of financing housing and related infrastructure in selected West African countries	3	Scheduled for completion
	Peer exchange meetings on mechanisms of financing housing and related infrastructure in selected East African countries	3	Scheduled for completion
	Coordination meetings with the Water and Sanitation Trust Fund activities related to slum upgrading	4	Scheduled for completion
	Access to energy services for the urban poor residing in informal settlements in developing countries	1	Completed
	Community-based finance and cooperative housing instruments	2	Scheduled for completion
	Global Report on the State of Water and Sanitation in the World's Cities (third edition)	1	Scheduled for completion
	High-level policy dialogue on gender mainstreaming in water and sanitation programmes in Africa	1	Scheduled for completion
	Human settlements financing mechanisms and instruments	3	Scheduled for completion
	Human settlements financing policies	1	Scheduled for completion
	Support to the African Ministerial Conference on water activities	3	Scheduled for completion
	Water and Sanitation Trust Fund	2	Scheduled for completion
15.46 (b) (ii)	Policy paper on human settlement financing	1	Completed
	Report on linking formal and informal housing finance mechanisms in developing countries	1	Scheduled for completion
	Compilation of innovative tools and practices for municipal financing of bulk infrastructure in informal settlements for selected developing countries	1	Scheduled for completion
	Reports on efforts of selected international and private sector institutions in mobilizing resources for affordable shelter and human settlements development	1	Scheduled for completion
	Report on lessons learned, partnerships and best practices in unlocking domestic sources of finance and utilizing international resources to leverage domestic financial resources for shelter and human settlements development	1	Scheduled for completion
	Handbook for developing a human settlements financing strategy	1	Scheduled for completion
	Handbook for community-based finance and microfinance	1	Scheduled for completion
	Human settlements financing instruments (technical reports and tools)	3	Completed
	Monographs on human settlements finance systems/innovative finance systems	7	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Publications on housing cooperatives	2	Scheduled for completion
	Water, sanitation, energy and transport	6	Completed
	Access to energy services for the urban poor residing in informal settlements in developing countries	1	Completed
	Joint UN-Habitat/international financial institutions on the role of international and regional financial institutions and international donor facilities in mobilizing domestic capital for slum upgrading	1	Scheduled for completion
15.46 (b) (ii)	Report on linking formal and informal housing finance mechanisms in selected countries	2	Scheduled for completion
A/60/6, para. 15.40 (b) (ii)	Compilation of innovative tools and practices for municipal financing of bulk infrastructure in informal settlements for selected developing countries	1	Scheduled for completion
A/62/6, para. 15.46 (b) (iii)	*Water for Cities* quarterly newsletter	8	Scheduled for completion
	Country-specific programme brochures on water and sanitation	4	Completed
15.46 (b) (iv)	Web-based dissemination of information on the activities of the Human Settlements Foundation	1	Scheduled for completion
	Database on financing of housing and related infrastructure for the urban poor to assist in the monitoring of Millennium Development Goals	1	Scheduled for completion
	Memorandums of understanding and other cooperation frameworks with international financial institutions, regional development banks, international donor facilities and United Nations organizations	3	Scheduled for completion
	Gender-mainstreaming toolkit on water and sanitation	4	Scheduled for completion
	Toolkit on training and capacity-building for water and sanitation utility managers in Africa	1	Scheduled for completion
	Training manual for pro-poor water governance and service delivery	1	Scheduled for completion
	Training toolkit for implementing bus rapid-transport systems in sub-Saharan cities		Scheduled for completion
	Website for the Sustainable Transport Action Network for Africa	1	Pending extrabudgetary funding
	Human settlements finance: practices and lessons from the field (electronic best practices case publication series)	1	Scheduled for completion
15.46 (c) (i)	Provision of advisory services to interested Member States on packaging slum-upgrading projects, facilitating cooperation between domestic lending institutions and development partners and mobilizing domestic capital for upgrading shelter and basic services	10	Scheduled for completion
	Demonstration projects reviewing various financing options including but not limited to loan and grant guarantee funds, equity capital, bridge financing and challenge funds	10	Scheduled for completion
	Water and sanitation services to 20 countries in Africa and 8 countries in Asia and the Pacific	28	Scheduled for completion

	Output title	*Quantity*	*Reason for discontinuation*
	Sustainable transport planning and management advisory services in Kenya and Uganda	2	Completed
15.46 (c) (ii)	Seminars/workshops on lessons learned, partnerships and best practices in unlocking domestic sources of finance, and utilizing international resources to leverage domestic sources for shelter and human settlements development in 4 pilot countries	4	Scheduled for completion
	Seminars/workshops designed to facilitate cooperation between domestic lending institutions and development partners in selected developing countries	6	Scheduled for completion
	Training components of projects on water for Asian and African cities for about 45 people per workshop	6	Scheduled for completion
	Training and capacity-building in improved low-cost mobility options for developing country cities for about 25 people per workshop	6	Scheduled for completion
15.46 (c) (iii)	Long-term programmes to mobilize resources to increase the supply of affordable credit for slum upgrading and related shelter and infrastructure projects	3	Scheduled for completion
	Joint UN-Habitat/international financial institutions pilot projects that draw upon respective expertise to mobilize domestic capital for shelter and basic services in selected developing countries	4	Scheduled for completion
	Joint UN-Habitat/international financial institutions partnerships that combine pre-investment software development services with fast-track investment portfolio, respectively, in two developing countries	2	Scheduled for completion
	Substantive technical and financial assistance to local and national slum-upgrading projects, with emphasis on financial packaging and the development of instruments to scale up and replicate such projects	4	Scheduled for completion
	Regional water programmes in three countries in Africa (Lake Victoria Initiative) and four countries in Asia (Mekong Initiative)	7	Scheduled for completion
	Field projects on water and sanitation in 20 countries in Africa and 8 countries in Asia	28	Scheduled for completion
	Field projects on community-based and cooperative initiatives in human settlements	4	Scheduled for completion
	Subtotal	**220**	
	Total	**732**	